April, 1951

EDISON ELECTRIC INSTITUTE BULLETIN

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GEOGRAPHY, RESOURCES & INDUSTRIES

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PUBLISHED MONTHLY BY EDISON ELECTRIC INSTITUTE

ELECTRICAL RESEARCH STATISTICS
THE ELECTRIC LIGHT AND POWER INDUSTRY

Current Statistical Data Covering 100 Per Cent of Industry

January, 1950–1951

SOURCE AND DISPOSAL OF ENERGY—MONTH OF JANUARY

	1951	1950	%
GENERATION* (Net)			
By Fuel Burning Plants	22,538,897,000	18,537,463,000	+21.6
By Water Power Plants	8,878,885,000	8,333,839,000	+ 6.5
Total Generation	**31,417,782,000**	**26,871,302,000**	**+16.9**
Add—Net Imports Over International Boundaries	117,867,000	79,127,000	+49.0
Less—Company Use	138,091,000	136,274,000	+ 1.3
Less—Energy Used by Producer	723,946,000	502,749,000	+44.0
Net Energy for Distribution	**30,673,612,000**	**26,311,406,000**	**+16.6**
Losses and Unaccounted for	3,983,877,000	3,368,168,000	+18.3
Sales to Ultimate Customers	**26,689,735,000**	**22,943,238,000**	**+16.3**

CLASSIFICATION OF SALES

NUMBER OF CUSTOMERS—As of January 31st			
Residential or Domestic	37,644,884	35,732,545	+ 5.4
Rural (Distinct Rural Rates)	1,595,338	1,539,441	+ 3.6
Commercial or Industrial:			
Small Light and Power	5,441,906	5,333,048	+ 2.0
Large Light and Power	246,596	226,107	+ 9.1
Other Customers	157,259	149,165	+ 5.4
Total Ultimate Customers	**45,085,983**	**42,980,306**	**+ 4.9**
KILOWATTHOUR SALES—During Month of January			
Residential or Domestic	7,189,246,000	6,276,344,000	+14.5
Rural (Distinct Rural Rates)	472,579,000	408,756,000	+15.6
Commercial or Industrial:			
Small Light and Power	4,732,903,000	4,180,747,000	+13.2
Large Light and Power	12,693,976,000	10,602,029,000	+19.7
Street and Highway Lighting	318,965,000	287,477,000	+11.0
Other Public Authorities	663,544,000	602,081,000	+10.2
Railways and Railroads:			
Street and Interurban Railways	350,034,000	321,238,000	+ 9.0
Electrified Steam Railroads	224,226,000	215,157,000	+ 4.2
Interdepartmental	44,262,000	49,409,000	−10.4
Total to Ultimate Customers	**26,689,735,000**	**22,943,238,000**	**+16.3**
Revenue from Ultimate Customers	**$474,794,000**	**$425,325,400**	**+11.6**

RESIDENTIAL OR DOMESTIC SERVICE

AVERAGE CUSTOMER DATA—For 12 months ended January 31st			
Kilowatthours per Customer	1,847	1,700	+ 8.6
Average Annual Bill	$53.01	$50.00	+ 6.0
Revenue per Kilowatthour	2.87¢	2.94¢	− 2.4

* By Courtesy of the Federal Power Commission.

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EDISON ELECTRIC INSTITUTE BULLETIN

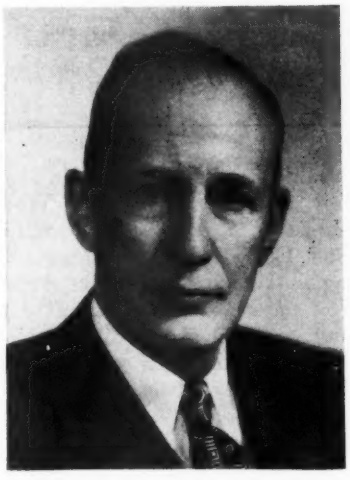
Volume 19 APRIL, 1951 No. 4

Denver Convention Program Announced

Leading Figures to Address Delegates on Challenging Subjects

THE role of electric companies in a mobilized economy, the dangers of collectivization inherent in such an economy, and the determination of the industry to fulfill power supply demands, despite the uncertainties of the future, will be major considerations at the 19th Annual EEI Convention, to be held in Denver on June 4-7. A group of distinguished speakers, each eminent in his field, has been selected to discuss these vital topics, which promise to make the coming meeting informative and timely.

Included in the subjects to be undertaken at the four general sessions will be utility finance, farm electrification, production problems and equipment manufacture, augmenting manpower with electricity, and allocations and priorities. Various phases of government encroachment in business will be examined in discussions dealing with the relationship of public and private enterprise, the valley authority idea, and alerting public sentiment to the paralysis of socialism.

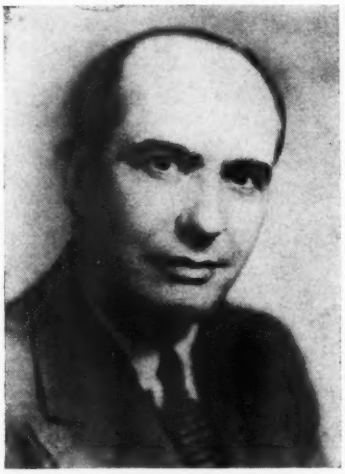


LOUIS V. SUTTON
President of the Edison Electric Institute

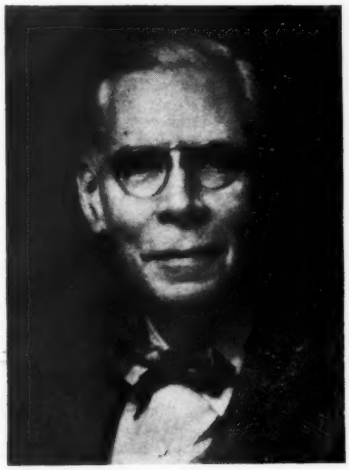
All four of the convention's general sessions will be held in the Lincoln Room of the Shirley-Savoy Hotel. The first and second sessions will take place on the morning and afternoon of June 5. The third and fourth sessions will meet on the mornings of June 6 and 7. Louis V. Sutton, president of the Institute, will deliver the opening address at the convention and will preside at all of the general sessions.

In his address Mr. Sutton will emphasize the vigor and determination displayed by electric companies during the past year in the attainment of a high degree of readiness for whatever turn events may take. He will point out that the plans of the industry for the years ahead show courage and a willingness to shoulder great responsibilities, but he will also caution the industry to be at all times cognizant of the threats to its existence which are veiled by today's uncertainties.

Among the speakers to be introduced by Mr. Sutton during the course of the convention will be George D. Woods, chairman of the Board of Directors, First Boston Corp.; Edwin G. Nourse, past chairman, President's Council of Economic Advisers; John K. Hodnette, vice president, Westinghouse Electric Corp.; A. J. Priest of Reid and Priest, vice chairman, Section of Public Utility Law, American Bar Assn.; Dean Clarence Manion, College of Law, Notre Dame University; J. E. Moore, general consultant, Ebasco Services, Inc., and member, EEI Electric Power Survey Committee; Hon. Leslie A. Miller, former governor of Wyoming; George E. Whitwell, vice president, Philadelphia Electric Co.; C. E. Kohlhepp, president, Wisconsin Public Service



GEORGE D. WOODS
Chairman of the Board, First Boston Corp.



EDWIN G. NOURSE
Past Chairman, President's Council of Economic Advisers

JOHN K. HODNETTE
Vice President, Westinghouse Electric Corp.

HON. LESLIE A. MILLER
Former Governor of Wyoming

DEAN CLARENCE MANION
College of Law, University of Notre Dame

Corp.; Professor F. W. Duffee, chairman, Department of Agricultural Engineering, University of Wisconsin; J. W. McAfee, president, Union Electric Co. of Missouri; and Chester H. Lang, vice president and general manager, Apparatus Sales, General Electric Co.

Registration will begin on Sunday, June 3, and will continue on through the convention according to a schedule listed at the end of this article.

First General Session

The first general session will be opened formally by Mr. Sutton on Tuesday morning. Giving viewpoints and comments concerning recent trends in utility financing, George D. Woods, chairman of the Board of Directors, First Boston Corp., will then discuss underlying factors which may affect the raising of the new capital required by the industry in 1951 and 1952.

Concluding the first general session will be a talk by Edwin G. Nourse, past chairman, President's Council of Economic Advisers. It is Mr. Nourse's thesis that Americans have always run a "mixed economy," basically private enterprise, but one which has also used public units of organization. It is not, however, a matter of indifference whether we use private or public channels for economic endeavors. Government, Mr. Nourse feels, may be acceptable, even necessary, in the *facilitating* role, but it is out of bounds in the *operative* role. It is his opinion that close scrutiny should be given to what is going on under the surface of "defense mobilization."

Second General Session

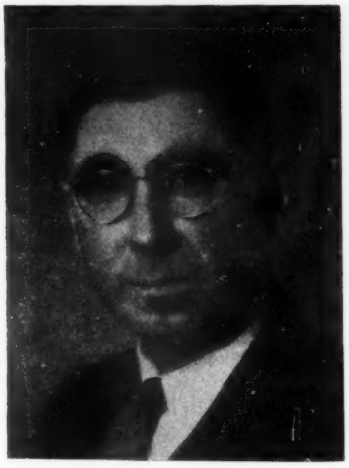
The second general session will convene on Tuesday afternoon with Mr. J. K. Hodnette, vice president, Westinghouse Electric Corp., delivering the first address. Speaking on "Productive Capacity—Its Problems and Prospects,"

J. E. MOORE
General Consultant, Ebasco Services, Inc., and Member, EEI Electric Power Survey Committee

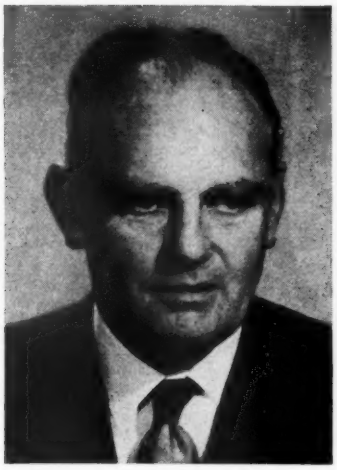
GEORGE E. WHITWELL
Chairman, Prize Awards Committee

A. J. G. PRIEST
Reid and Priest, Vice Chairman, Public Utility Law Section. American Bar Assn.

C. E. KOHLHEPP
President, Wisconsin Public Service Corp.



PROF. F. W. DUFFEE
Chairman, Department of Agriculture, University of Wisconsin



J. W. MCAFEE
President, Union Electric Co. of Missouri

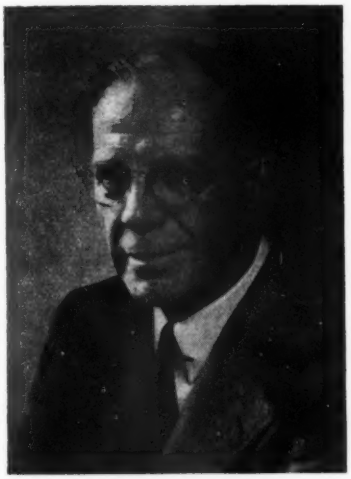
Mr. Hodnette will analyze the problems and prospects of the electric industry for the next 12 months in terms of availability of materials, machines, and manpower. He will then predict the development of the national economy and the power industry in the years ahead. In this projection, the possibilities for growth will be balanced against the dangers besetting the economy, and an unorthodox defense will be given for his conclusion.

An address, "The Path to Perdition," by A. J. Priest, Reid and Priest, and vice chairman, Section of Public Utility Law, American Bar Assn., will follow. Mr. Priest feels that slippery techniques unsanctioned by Congress are being employed in promotion of government ownership and that the "preference" clause favoring public bodies and the blank-check "Continuing Fund" are among devices for easing the nation along the path to perdition.

"Designing the Farmstead for Electrification," a talk by Professor F. W. Duffee, chairman, Department of Agricultural Engineering, University of Wisconsin, will end the session. Professor Duffee believes that the twenty-five year effort toward greater farm electrification has only scratched the surface of farmstead mechanization. He will point out that, at Wisconsin, farmstead mechanization is being studied not only from the standpoint of dairy farming in the state but also from the more fundamental standpoint of changing farmstead planning and building design to better utilize mechanization.

Third General Session

Marking the beginning of the third general session on Wednesday morning will be an address by J. E. Moore, general consultant, Ebasco Services, Inc., and member, EEI Electric Power Survey Committee. Following Mr. Moore will be a talk, "Again the Valley Authority Looms," by the Honorable Leslie A. Miller, former governor of Wyoming. Mr. Miller contends that the report of the President's Water Resources Policy Commission has served to justify the feeling, held by many people, that the Commission was originally "stacked" for valley authority promotion. More should be done to dispel the idea, being fostered throughout the nation, that only the Federal government is building and operating hydroelectric power plants and that only valley authorities can be expected to extend such production.



CHESTER H. LANG
Vice President and General Manager, Apparatus Sales, General Electric Co.

George E. Whitwell, vice president, Philadelphia Electric Co., and chairman, Prize Awards Committee, will then conduct the presentations of the Claude L. Matthews Valor Award and the Reddy Kilowatt Annual Report Awards, and will give an account of awards made prior to the convention. Following these presentations, C. E. Kohlhepp, president, Wisconsin Public Service Corp., will preside at a ceremony honoring the developer of pole top resuscitation.

Fourth General Session

The closing general session on Thursday morning will begin with an address by Dean Clarence Manion, College of Law, University of Notre Dame, who will discuss "The Key to Peace." Since socialization's destructive flames have been eating into the structure of American liberty for over a quarter-century, nothing, according to Dean Manion, can stop the fire now except a change in wind direction. He is convinced that the currents of American thought must be quickly and fundamentally reversed.

Bringing the conference to a close will be two addresses, "Let's Look at Tomorrow," by J. W. McAfee, president, Union Electric Co. of Missouri, and "Backing Up Manpower with Electricity," by Chester H. Lang, vice president and general manager, Apparatus Sales, General Electric Co.

In addition to the business program,

GEORGE M. GADSBY
Chairman, Convention Program Committee

CHARLES P. CRANE
Member, Convention Program Committee

J. E. LOISEAU
Member, Convention Program Committee

entertainment features have been planned to provide delegates and guests with relaxation and the opportunity of visiting some of the spectacular natural attractions for which Denver is famous.

Entertainment Features

On Monday evening, June 4, from 5:30 to 7:30 p.m. the electric companies of the Rocky Mountain area will be hosts at a cocktail party and later a dance, which will follow the party after an hour's interim. Both functions will be held in the Silver Glade Room of the Cosmopolitan Hotel. At 11:00 a.m. of the following day, Tuesday, June 5, the Crosley Corporation will be host at a luncheon for the ladies. Details on location of the luncheon and a fashion show, which will follow, will be given in the Convention Program.

At 6:00 p.m. on Tuesday, a buffet supper for all members and guests will be held in the Silver Glade Room of the Cosmopolitan Hotel and the Emerald Room of the Brown Palace Hotel.

Following supper, Fred Waring and the Pennsylvanians, appearing through the courtesy of the General Electric Co., will entertain delegates in the Lincoln Room of the Shirley-Savoy. An additional feature of the evening will be the formal presentation of the Charles A. Coffin Award. At the conclusion of Mr. Waring's program, music for dancing will be provided in the Emerald Room of the Brown Palace.

No business sessions are scheduled for Wednesday afternoon, and delegates

(*Continued on page* 112)

Fred Waring and the Pennsylvanians to Entertain EEI Convention Delegates

MR. WARING

FRED WARING, whose choral arrangements and fully-orchestrated treatment of popular music have won him national acclaim, will entertain EEI Convention delegates on Tuesday evening, June 5, in the Lincoln Room of the Shirley-Savoy Hotel. He and his famed Pennsylvanians will appear through the courtesy of the General Electric Co.

Successful Showman

One of the most successful men in show business, Mr. Waring organized his first band with his brother, Tom, in 1916. Originally composed of four men, the band soon grew to include eleven members, and Mr. Waring left his studies at Pennsylvania State College to devote all of his time to managing the group.

Outstanding American Band

Achieving great success on college campuses, the Pennsylvanians were named the outstanding American band in 1927, and the group's fame spread to Europe. After playing an engagement in Paris at the Cafe des Ambassadeurs, Mr. Waring cancelled a scheduled European tour when the Pennsylvanians were selected to appear in a Broadway musical, "Hello Yourself." The orchestra subsequently appeared in three Broadway musicals and later, in Hollywood, made the first all-musical film, "Syncopation," followed by "Varsity Show."

For the past ten years, Mr. Waring has been interested in music education, and in recognition of his work in this field he has received many awards, among them the Lowell Mason Award. His own summer workshop for choral directors, which is entering its fourth season, has already been attended by over fifteen hundred people.

In 1933, after 32 unsuccessful auditions, Mr. Waring found a radio sponsor for his glee club and orchestra, and since then the Pennsylvanians have never been off the air. In June the Pennsylvanians will complete their first year of television broadcasting.

"Continued Selling" Is Urged at Annual EEI Sales Conference

Largest Sales Meeting in Institute History Convenes in Chicago

EMPHASIZING the need for "continued selling" during the present mobilization period in order to increase production through efficient use of electric service, to promote the use of time- and labor-saving appliances by rural and residential consumers, and to sell the private enterprise system by maintaining good customer relations, the 17th Annual Sales Conference was held at the Edgewater Beach Hotel in Chicago, April 2-5.

Attended by nearly 900 delegates, the conference was primarily concerned with availability of appliances, selling techniques, and flexibility of sales programs, with special reference to rural, residential, industrial, and commercial activities. However, the theme underlying the General Sessions and the section-sponsored meetings was the importance of maintaining and perfecting sales forces and their work, despite the uncertainties of the future.

General Sessions

The General Sessions were opened on Wednesday morning, April 4, by Merrill E. Skinner, vice president of the Union Electric Co. of Missouri, St. Louis, Mo., chairman of the Commercial Division and its General Committee.

Lauding electric companies for offsetting the effects of inflation through technical economies, Merryle Stanley Rukeyser, business news columnist, stressed the importance of this achievement in the light of competition between private and public power agencies. "A saving, growing out of a government subsidy, is illusory," Mr. Rukeyser declared. "Instead of representing true economy, tax exemption or the privilege of issuing tax-exempt bonds represents a shift of costs from one group to another. Where taxpayers are taken off the tax roll through the socialization of hitherto investor-owned properties, the net effect is to raise the burden of supporting government of those who remain on the tax roll. As the Federal corporate income tax is increased, the value of tax exemption to partially tax-free agencies providing power is accelerated."

He continued, "Certainly the customers are less protected when a more or less unregulated public agency succeeds a private corporation which is under close regulation by a state public service commission and by the Federal Power Commission."

A talk by Dr. Lillian M. Gilbreth, president, Gilbreth, Inc., Montclair, N. J., and a leading figure in the development of "cardiac kitchens," centered around the contribution that the electric industry can make to the rehabilitation of the vast number of housewives who have been stricken with heart disease.

Presentation of Prize Awards

A feature of the morning session was the presentation of prize awards for planned lighting, electric appliance promotion, home service, farm electrification, and promotion of electrically-operated farm equipment. The presentation ceremonies were conducted by George E. Whitwell, vice president of the Philadelphia Electric Co., Philadelphia, Pa., chairman of the EEI Prize Awards Committee.

The Planned Lighting Awards were presented to the Philadelphia Electric Co., Philadelphia, Pa.; the Indianapolis Power and Light Co., Indianapolis,

O. R. DOERR (left), vice president in charge of sales, Pacific Gas and Electric Co., accepts the Frank Watts Award for his company. N. M. Mathews (center), vice president, *Farm Journal*, makes the presentation, assisted by George Whitwell, Philadelphia Electric Co., chairman of the Prize Awards Committee.

J. C. CAHILL (left), The Detroit Edison Co., chairman of the Planning Committee of the Electric Water Systems Council, accepts the Thomas W. Martin Rural Electrification Award for his company. Making the presentation is E. C. Easter (center), vice president, Alabama Power Co., assisted by Mr. Whitwell.

MISS EDITH HITCHCOCK (left), home service director, Alabama Power Co., accepts the Laura McCall Award, Division A, for her company from Mrs. Elizabeth Sweeney Herbert, *McCall's* magazine.

E. W. MEISE (left), San Diego Gas and Electric Co., representing the company's home service director, Mrs. Marjorie Hume, receives the Laura McCall Award, Division B, from Mrs. Herbert.

MRS. AVIS R. BROADHURST (left), home service director, West Penn Power Co., receives one of three equal prizes for Division C of the Laura McCall Awards, presented by Mrs. Herbert.

MISS DORIS OGLESBY (left), Home Service Department, Georgia Power Co., receives the second of three equal prizes for Division C of the Laura McCall Awards, presented by Mrs. Herbert.

MISS EVELYN HANSEN (left), home service director, Utah Power and Light Co., receives the third of the three equal Division C prizes, Laura McCall Awards, presented by Mrs. Herbert.

HENRY KEELE (left), sales promotion manager, Florida Power and Light Co., accepts the George A. Hughes Award, Class I, for electric kitchen promotion, from Dwight Anneaux, Hotpoint, Inc.

T. B. SMILEY (left), residential sales manager, Carolina Power and Light Co., accepts the George A. Hughes Award, Class II, for electric range promotion, from Mr. Anneaux.

W. B. JONES (left), dealer contact man, Kingsport Utilities, Inc., accepts for his company the George A. Hughes Award, Class III, for electric water heater promotion, from Mr. Anneaux.

JOHN J. GORMAN (left), assistant manager, Domestic Applications Division, Philadelphia Electric Co., accepts the George A. Hughes Award, Class IV, for electric dishwasher promotion.

E. P. WERLEY (left), manager, Commercial Sales Department, Pennsylvania Power and Light Co., accepts the George A. Hughes Award, Class V, for commercial electric cooking activity.

ROSS BROWN (left), Indianapolis Power and Light Co., accepts one of three equal Planned Lighting Commercial Awards from Ralph P. Wagner, chairman of the Better Light Better Sight Bureau.

W. C. MAINWARING (left), vice president and assistant to the president, British Columbia Electric Railways Co., Ltd., receives a Planned Lighting Commercial Award for his company from Mr. Wagner.

Ind.; and the British Columbia Railways Co., Ltd., Vancouver, B. C., for outstanding programs and accomplishments in the field of commercial lighting. Other Planned Lighting Awards were given to The Dayton Power and Light Co., Dayton, Ohio, and The Cincinnati Gas and Electric Co., Cincinnati, Ohio, for excellence in the residential lighting field, and to the Philadelphia Electric Co., and the Pennsylvania Power and Light Co., Allentown, Pa., for outstanding work in the field of industrial lighting.

The first and second prizes of the Frank Watts Awards were presented to the Pacific Gas and Electric Co., San Francisco, Cal., and the Alabama Power Co., Birmingham, Ala., respectively. In the third classification three equal prizes were awarded to the Pennsylvania Power and Light Co., the West Penn Power Co., Pittsburgh, Pa., and the Rochester Gas and Electric Co., Rochester, N. Y.

The Laura McCall Awards were presented to Miss Edith Hitchcock, Alabama Power Co., in the first division; Mrs. Marjorie Hume, San Diego Gas and Electric Co., San Diego, Cal., in the second division; and to Mrs. Avis R. Broadhurst, West Penn Power Co., Miss Evelyn Hansen, Utah Power and Light Co., Salt Lake City, Utah, and Miss Doris Oglesby, Georgia Power Co., Atlanta, Ga., in the third division.

The George A. Hughes Awards, first and second prizes, for electric kitchen promotion went to the Florida Power and Light Co., Miami, Fla., and to the Potomac Electric Power Co., Washington, D. C., respectively. The first and second prizes for electric range activity went to the Carolina Power and Light Co., Raleigh, N. C., and to the Florida Power and Light Co., respectively. The first and second prizes for electric water heater promotion went to the Kingsport Utilities, Inc., Kingsport, Tenn., and the Indiana and Michigan Electric Co., Ft. Wayne, Ind., respectively. The first and second prizes for electric dishwasher promotion were presented to the Philadelphia Electric Co., and to the Central Arizona Light and Power Co., Phoenix, Ariz., respectively. The first and second prizes for commercial electric cooking went to the Pennsylvania Power and Light Co., and the Carolina Power and Light Co.

The Thomas W. Martin Rural Electrification Award was won by The Detroit Edison Co., Detroit, Mich. The Georgia Power Co., Atlanta, Ga., and the Northern States Power Co., Minneapolis, Minn. received honorable mention.

The afternoon session convened to hear William V. O'Brien, commercial vice president, General Electric Co., New York, N. Y., discuss "Industry and the Defense Effort." Comparing the state of industry to what it was during other perilous times, Mr. O'Brien declared that "this time we are faced with a different kind of emergency and a totally different set of circumstances. There will be the same demands upon our manpower, our resources, and our skill . . . but there is one thing which is brand new . . . today we are also preparing to demonstrate to our potential opponents that global warfare would be for them a foolish and fatal decision, and at the same time we are not being asked to jettison our peacetime economy and forego our normal pursuits."

An address, "This Promising World," was delivered by Tom Collins, publicity director, City National Bank and Trust Co., Kansas City, Mo., and C. B. Boulet, director of personnel, Wisconsin Public Service Corp., Green Bay, Wis., discussed the question "Will We Have

C. C. SHOTWELL (center), lighting supervisor, Philadelphia Electric Co., displays the Planned Lighting Commercial and Industrial Awards won by his company. Making the presentation are Mr. Wagner (left) and Mr. Whitwell (right).

C. T. SHOCH (left), industrial sales manager, Pennsylvania Power and Light Co., accepts for his company one of two equal Planned Lighting Industrial Awards, presented by Mr. Wagner.

MISS STELLA FETZER (left), director, Lighting Section, Cincinnati Gas and Electric Co., accepts for her company one of two equal Planned Lighting Residential Awards from Mr. Wagner.

DONALD E. BOOTES (left), home service advisor, The Dayton Power and Light Co., displays his company's Planned Lighting Residential Award, which was presented by Mr. Wagner.

Salesmen?" The text of Mr. Boulet's remarks appears elsewhere in this issue of the BULLETIN. Following, Dr. David Guy Powers, Queens College, Flushing, Long Island, N. Y., outlined the sales potential for the coming year in an address, "A Sales Blueprint for 1951."

The Farmer as a Customer

The first speaker at the Thursday morning, April 5, General Sessions meeting was T. B. Hale, vice president, General Sales, International Harvester Co., Chicago, Ill., whose talk was entitled "America's Best Customer, the Farmer." In dealing with farmers, Mr. Hale stated, three general thoughts should be kept in mind: "first, the farmer is an individualist and has to be dealt with as such; second, he is a risk-taker by profession; third, he is a businessman whose primary interest in buying equipment is that the equipment shall yield a profit to him . . . give him a good product, give him service, give him fair treatment, and you'll have a customer who will stay with you in good times and bad, even from generation to generation."

Adrian Murphy, vice president, Columbia Broadcasting System, speaking on "Color Television," assured delegates that color transmission is simple and workable. He maintained further that the supply situation has not put color transmission "in mothballs," since the new color system requires no more vital materials than black and white transmission systems.

Future of Consumer Goods

Speaking on the immediate and long-range future of the consumer goods business, J. M. McKibbin, vice president and general manager, Consumer Products Division, Westinghouse Electric Corp., Pittsburgh, Pa., asserted in an address, "Electrical Living for Everybody," that only a healthy economy can insure the success of the mobilization program and that consumer business is a major part of that economy. "Our country's industrial facilities are increasing so fast that industry is now nearing the point where it can simultaneously fill both our military and civilian requirements; that is, unless we have an all-out shooting war. Therefore, in order to build for the future, we must make sure that we keep our sales effort strong and alert," he concluded.

Merrill E. Skinner, vice president, Union Electric Co. of Missouri, chairman of the Commercial Division General Committee, closed the General Sessions with an address, "The EEI Can Help You."

Skits Illustrate Remarks

Illustrating Mr. Skinner's remarks were two skits directed by Harold H. Green, General Electric Co., Cleveland, Ohio. Members of the casts included Pearl Nagel, utility representative, Nash-Kelvinator Corp., Detroit, Mich.; John H. K. Shannahan, supervisor, Residential Sales, Indiana and Michigan Electric Co., Ft. Wayne, Ind.; Robert L. Coe, residential sales manager, Union Electric Co. of Missouri; Edward J. Hurley, sales training director, The Detroit Edison Co.; Mrs. Edwina Nolan Daily, Stamford, Conn.; Miss Edith Hitchcock, Alabama Power Co.; and Miss Elizabeth Parker, Georgia Power Co.

The committee responsible for producing the skits included Chairman C. A. Stevens, Public Service Electric and Gas Co.; E. T. Brewer, Public Service Electric and Gas Co.; C. C. Shotwell, Philadelphia Electric Co.; and H. H. Brenan, Pennsylvania Power and Light Co.

At the General Luncheon Session, Louis V. Sutton, president, Carolina Power and Light Co. and president, Edison Electric Institute, presented a talk, "There Is a Selling Job to Do," which appears in this issue. Dr. Kenneth McFarland, Superintendent of Public Schools, Topeka, Kan., also addressed the luncheon group in a talk entitled, "Five Buckets of Paint."

Home Service Conference

The first day of the Sales Conference, Monday, April 2, was devoted entirely to the Home Service Conference, at which electric company home service directors heard speakers representing manufacturers, operating companies, colleges, and associations discuss the problems and some of the unexplored promotional possibilities of home service work. The day's activities started with the Home Service Breakfast at which Mr. D. A. Packard, sales manager, Household Appliances Division, Kelvinator Corp., Detroit, Mich., spoke on "Home Service and Appliance Merchandising." Pointing out that while "Government controls on the usage of critical materials are going to reduce the total number of major appliances produced in the future months," Mr. Packard said that the utilities, nevertheless, still have much to gain through greater promotional effort in the appliance field and that the end results would include not only increased revenue but would stimulate better appliance design.

The meeting which followed was conducted by Mrs. Mariquita Dygert, The

Detroit Edison Co., chairman of Home Service Committee. Miss Frances Armin, director, Consumer Education, National Adequate Wiring Bureau, New York, N. Y., speaking on "Utilization of Electric Service," emphasized that "there is a big job to be done to help customers to utilize presently owned appliances, even though they may not be able to purchase additional ones, and that job will have to be one of adequate wiring education." Miss Eleanor Ahern, home laundry consultant, Frigidaire Division, General Motors Corp., Dayton, Ohio, spoke on the use of "Soaps and Detergents for Electric Washers."

Utilizing Appliances

National contests as a means of promoting the use of electric appliances, particularly electric ranges, were discussed by Edgerton Hart, executive secretary-treasurer, National Red Cherry Institute, Chicago, Ill. Describing the procedure by which the national pie baking champion is determined, he stated that the "possibilities for electric range promotion at the local and state level are tremendous for the electric industry."

Concluding the morning session was an address on "Contemporary Lighting for Modern and Traditional Interiors" by Miss Myrtle Fahsbender, director, Residential Lighting, Westinghouse Electric Corp., Bloomfield, N. J.

At the afternoon session, E. H. Gardiner, Jr., residential and commercial sales manager, Texas Power and Light Co., Dallas, Tex., discussed "Selling Lighting Through Conversion," and Mrs. Frances Sanderson, chairman, Home Economics Department, Wayne University, Detroit, Mich., described the cardiac homemaker program of Wayne University and the Michigan Heart Association.

Bringing the Home Service Conference to a close were three addresses concerning the part home service plays in a successful dealer program. The speakers were Miss Valentine Thorsen, home service director, Northern States Power Co., Minneapolis, Minn.; Miss Evelyn Hansen, home service director, Utah Power and Light Co., Salt Lake City, Utah; and Miss Ermalee Moore, home service director, Oklahoma Gas and Electric Co., Oklahoma City, Okla.

Commercial Sales Section

The second day of the Sales Conference, Tuesday, April 3, was devoted to the meetings of the commercial, farm, industrial, and the residential sections.

The morning session of the Commercial Sales Section meeting was opened by R. I. Bull, The Ohio Power Co., Canton, Ohio, chairman of the Commercial Lighting Committee. The first speaker, Dan Dunne, vice president and director of sales, Lighting Products, Inc., Highland Park, Ill., discussed the "Results of Planned Lighting Promotion in Indianapolis," printed in this issue, and B. D. Levaur, vice president, Pittsburgh Reflector Co., Pittsburgh, Pa., told of "The Lighting Fixture Outlook."

Street Lighting

Roland M. Hoot, Philadelphia Electric Co., chairman of the Street Lighting Coordination Committee, then assumed the chair and conducted the remaining portion of the meeting. E. B. Karns, manager, Street Lighting Applications, Westinghouse Electric Corp., Cleveland, Ohio, spoke on the "Sales Aspects of the ASA Street Lighting Code," and J. P. Rutherford, assistant manager, Lighting Division, General Electric Co., Lynn, Mass., followed with an address, "Keeping the Street Lighting Job Sold," thus concluding the morning session.

At the afternoon session, which was conducted by Shelley S. Sansbury, Union Electric Co. of Missouri, chairman of the Commercial Cooking Committee, the first speaker was H. E. Carney, manager, Commercial Department, Toledo Edison Co., Toledo, Ohio, who described the "Sales Program that Won the 1949 Hughes Award." Following was a "Review of 1950 Cooking Activities," by W. Grant Parry, general sales manager, New Jersey Power and Light Co., Dover, N. J.

Commercial Cooking Sales Aids

J. G. Snyder, assistant manager, Domestic-Commercial Sales, American Gas and Electric Service Corp., New York, N. Y., and L. P. Fries, assistant power sales manager, New York State Electric and Gas Corp., Binghamton, N. Y., speaking on commercial cooking sales aids, discussed "New EEI Materials" and "Selling Cooking with Data Sheets."

An aditional feature of the afternoon session was the presentation of the Data Sheet Award to R. A. Berry, The Ohio Power Co., Lima, Ohio, who was judged to have submitted the best data sheet in 1950, from a sales viewpoint. The presentation was made by Chairman Merrill E. Skinner.

Following was an address by O. C. Mayer, Idaho Power Co., Boise, Ida., entitled "Heat Pump Application in Restaurant Operation," and concluding the Commercial Sales Section meeting was a talk, "Things to Be Done in '51," by O. E. Wolf, vice president, Hotpoint, Inc., Chicago, Ill.

Farm Section

The morning session of the Farm Section meeting, conducted by R. T. Jones, Pennsylvania Power and Light Co., chairman of the Farm Section, had as first speaker Walter F. Deming, National Association Domestic and Farm Pump Manufacturers, Chicago, Ill., who spoke on "Problems Arising from Increased Use of Water on the Farm."

Other addresses presented at the morning session were "The Use of Radio in Farm Electrification," by J. Kenneth Richards, Radio Station WKAR, Michigan State College, East Lansing, Mich.; "The Fire Insurance Companies' Stake in Farm Electrification," by E. E. Hotchin, State Association of Mutual Insurance Companies, Lansing, Mich.; and "What Electrical Training Has Meant to Me in 4-H Club Work," by Lawrence Beymer, Indiana National 4-H Club Winner.

At the Farm Luncheon, Dr. J. O. Christianson, superintendent, School of Agriculture, University of Minnesota, St. Paul, Minn., delivered an address entitled "Rediscovering America."

Following luncheon, four more addresses were given: "Generating Business," by L. S. Hartley, agricultural development manager, Baltimore and Ohio Railroad, Baltimore, Md.; "Building Character and Reputation," by Roy W. Godley, agricultural counsel, The Kroger Co., Cincinnati, Ohio; "Formation and Objectives of Farm Electrification State Councils," by G. W. McCuen, Department of Agricultural Engineering, Ohio State University, Columbus, Ohio; and "Farm Dealer Training," by J. B. Stere, agricultural engineer, C. A. McDade Co., Pittsburgh, Pa.

Industrial Power and Heating Section

The morning session of the Industrial Power and Heating Section, presided over by Maxwell Cole, Philadelphia Electric Co., chairman of the General Power and Heating Committee, had as its first speaker Robert G. Ely, The Connecticut Light and Power Co., chair-

man of the Industrial Power and Heating Section, who spoke on "Man-hours for Essential Production." Following was J. R. David, industrial sales manager of The Cleveland Electric Illuminating Co., *Sales Planner* editing committee chairman, whose address, "The Accent's on Production," is printed in its entirety elsewhere in the BULLETIN. Concluding the morning session were two addresses, "Better Materials Handling Releases Man-Hours for Production," by R. S. Rice, industrial production editor, *Factory Management and Maintenance*, and "Industry's Fastest Growing Tool — Electric Heat," by Bruce A. Fleming, vice president, Edwin L. Wiegand Co., Pittsburgh, Pa.

More Industrial Topics

The afternoon session was presided over by Chairman Robert G. Ely. S. B. Williams, director of public relations, Sylvania Electric Products, Inc., New York, N. Y., spoke on the possibilities of industrial lighting under the title of "Fishing Is an Art." A. G. Hopcraft, director of purchases, Cleveland Worm and Gear Co., and the Farval Corp., Cleveland, Ohio, discussed "Purchasing for Production." And D. L. Diehl, manager, Industrial Development Department, Pennsylvania Power and Light Co., dealt with "Promoting Maximum Industrial Participation in Defense Production."

Concluding the day's meeting was a talk, "Your Job—A Challenge," by G. W. Evans, vice president and general manager, Kansas Gas and Electric Co., Wichita, Kan.

Residential Section

The morning session of the Residential Section, J. R. Broderick, Central Illinois Public Service Co., chairman of the Electric Water Heating Committee, presiding, opened with E. O. George, The Detroit Edison Co., chairman of the Residential Section, presenting a talk entitled "You Can't Live on Curbstone Service." He was followed by H. I. Miller, Wisconsin Public Service Corp., chairman of the Rate Research Committee, who spoke on "Recent Developments in Water Heater Rates," and by Richard G. Slauer, manager, Applications Laboratory, Sylvania Electric Products, Inc., Salem, Mass., who discussed "Cooking with Infrared Lamps." Frank C. Pesveyc, Public Service Electric and Gas Co., Newark, N. J., chair-

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HORACE P. LIVERSIDGE (left) displays his Powell Medal to Mayor Bernard Samuel (seated right) and to William M. Hollenback, chairman of the award committee, and John A. Diemand, chairman of the Board of City Trusts, standing (left to right). Mr. Liversidge, an alumnus of Drexel Institute of Technology, presented his $10,000 cash prize to that institution.

Philadelphia Electric Chairman First to Receive Powell Award

HORACE P. LIVERSIDGE, chairman of the board of the Philadelphia Electric Company, was presented with the Powell Award, consisting of a gold medal and a check for $10,000 in recognition of his "outstanding achievements in behalf of the commercial and business life of Philadelphia."

The Powell award, to be made every four years, was established under the will of the late Edward Powell, textile manufacturer, to give public recognition to the individual who, in the opinion of the award committee, has made the greatest contribution toward the business life of Philadelphia.

The award was presented by Mayor Bernard Samuel at a dinner attended by prominent business, industrial, and civic leaders. In making the presentation, Mayor Samuel said, "The dream of a great Philadelphian who had faith in his city and the people living in it is fulfilled here this evening in the presentation of a medal and cash award to one of the nation's leading industrialists for the part he has played in making our city great."

Mayor Samuel said further that the award honored "a pioneer of industry," "a man who has made conspicuous contributions to the modern phase of the electric utilities." He declared that Mr. Liversidge was the kind of man Mr. Powell had in mind when he said he wanted to "encourage any and all legitimate efforts on behalf of the citizens of Philadelphia for its improvement and prosperity."

Acceptance Remarks

In accepting the honor, Mr. Liversidge described himself as "being part of a team." He commented on the thrills he experienced in participating in the many industrial programs of the Quaker City and made special reference to the electrification projects of the Pennsylvania and Reading railroads.

Mr. Liversidge predicted a tremendous growth in electric power demands in the next five years in the Philadelphia area. On order, he said, are 550,000 kilowatts in new generating equipment alone, including all the transmission facilities to go with it to supply these rising needs.

There Is a Selling Job To Do

By Louis V. Sutton

President, Carolina Power & Light Company
and
President, Edison Electric Institute

An address before the 17th Annual Sales Conference, Chicago, Ill., April 5, 1951

IT is a privilege to appear before this group of sales executives of our great industry. You have done an outstanding job over the years in bringing a wonderful and cheap electric service to the American people. Nineteen hundred and fifty was the greatest year in history for sales of electrical appliances, even exceeding the record-breaking year of 1948 in most items. Prosperous times and scare buying both helped. This record is additional proof of the vitality of our industry and its capacity to supply the amazing demands of a people determined to elevate their living standards and their well-being.

There is ample evidence in the records to support the contention of those who claim that the most important department of any industry is the sales department. Certainly I am in the wrong place at this moment to challenge that point of view. In any event, how long would an industry last if an ever expanding market were not developed for its product. Developing that market is the job for the sales department.

Difficulties of Utility Selling

Although an electric utility does not manufacture an end product, it has a selling job to do—a more difficult selling job, perhaps, than is the case with some tangible item which might excite the fancy of the prospect. There is nothing glamorous about a kilowatthour, but a 22 billion dollar industry is a monument to the salesmen who have been able to translate kilowatthours to the public in terms of household conveniences, less burdensome farm chores, more effective merchandising facilities, and improved production methods.

Electricity has become so much a part of our American way of life that progress and development can be measured in terms of increased generating capacity. Since Thomas A. Edison placed his Pearl Street Station in operation in 1882, electricity has played an increasingly important role.

At no time in its history, however, not even during the emergencies and the wars of the past, has the power of electricity been considered so important as it is in the present emergency. Today with the desire to continue the production of civilian requirements as far as possible, and the need to meet defense requirements, production becomes a national byword. Electricity, with its ability to multiply manpower, is the life blood of production. Hence our business becomes of major importance in the present defense effort.

World War II Record

Regardless of predicted power shortages during World War II, the electric utility industry met every important demand which was made upon it. Since the end of that war, the expansion of capacity has reached proportions far beyond that anticipated.

Today the industry is ready and capable of meeting the expanded power needs of the nation—provided no government limitations are imposed to prevent the carrying out of our construction program now under way. Today the reserve capacity is better than it has been during the past several years, and all companies have projected plans which will continue to add still greater capacity. I speak for the industry when I say that there is no indication on the part of management to slow down on constructing additional reserves of generating capacity.

A Healthy Company Grows

New construction has meant new financing, and it is gratifying to see the faith and confidence we have earned with the investors of America. A healthy company is a growing company. Financing will continue to be satisfactory as the industry continues to show a healthy growth—and certainly a sales organization is essential to healthy growth.

At the end of World War II many prophets—some of them within our own ranks—thought there would be a leveling off of demand. It was thought that months would be required for the conversion of industries engaged in war production to civilian production. It was also thought that civilian production schedules would be resumed at approximately the prewar level.

The best forecasts were wrong. Conversion from war to civilian production was almost overnight. Instead of the expected decrease in total volume of goods produced, there followed increases in production far greater than the most optimistic predictions.

Industrial production was reflected in commercial enterprises of all kinds, and the availability again of electrical appliances in volume began to reflect a substantial increase in the use of electricity by the average household customer. At the end of World War II, the average residential customer throughout the nation was using a total of 1229 kilowatthours per year. At the end of 1950, the average had increased to 1830, an increase of almost 50 per cent. During 1950 alone, an increase of 146 kilowatthours for the average residential customer was shown over the previous year.

Aggressive Postwar Sales Campaigns

Part of this expansion no doubt is due to a continued high rate of employment and income of the American people, but the ability of our industry to get its share of the income is not merely a coincidence. Aggressive sales campaigns were launched almost as soon as the firing stopped. Against strong competition from fuels and against the natural competition which every commodity or convenience faces from some other desirable merchandise, our selling organizations proved themselves hard-hitting, alert,

and competent to meet a new and vastly changed situation. At the same time that appliance salesmen were placing new appliances in the homes, commercial men were relighting stores and electrifying restaurants, industrial salesmen were modernizing factories, and our production men were confidently breaking ground for new generating stations with capacities far beyond anything we had ever needed before.

Behind the Iron Curtain

Much has been said about industrial activity behind the Iron Curtain, but none of us knows for sure what it is. But this you and I have good cause to believe: our kilowatthour production is about five-and-a-half times that of the Russians. This superiority in power is telling now. It will continue to tell through greater production ability in the future. This power differential alone may indeed prove to be the deterring factor that will make Stalin and his gang give pause before launching World War III.

The efforts to carry defense production in addition to a continuation of civilian production indicate the desire of the American people to maintain their high standard of living, to maintain their present economic status in order to support the additional taxation which will be required, and to prove the superiority of our way of life over that of other nations with other economic theories.

Although some restriction has been ordered, electrical appliances are still in good supply and may continue to be for quite a while. You are engaged today largely in the building of future acceptance of our service. Your work can best be realized as we succeed in straightening out this current emergency.

Promotional Programs Should Continue

Your current national sales promotional programs, such as Planned Lighting, Electric Kitchen and Range of Stars, Electrical Living, Sales Training, and others, are good and will have beneficial and long-lasting effect. They should be continued to the extent that the availability of appliances will permit, not for their load-building effect alone, but to keep intact sales organizations which will be sorely needed for important assignment during the defense emergency and for expanded usefulness in the years to come.

It must be remembered that a sales department cannot be turned on or off like a faucet. It takes years of time and much patient effort to build a sales department, and we should not consent to discard it or destroy its value just because we face the possibility of curtailing our merchandising efforts to some limited extent in the immediate future.

The manpower situation today is different from that of 1940-41, when nine million persons were unemployed. Today, as we approach expanded economic activity with a tight labor market, it is essential that we conserve our manpower, that we retain in our industry those people we now have employed. New young men with an aggressive spirit must be attracted to our business, for it is by their future initiative and aggressiveness that we will grow. It should also be noted that filling present armed service quotas at the moment does not anticipate the drafting of men above 26 years of age, which means that young men will still be available, but competition for their services will be keen. Our industry offers much to the young man, for we are limited only by our own ability to think straight and work effectively.

Use of Women in Industry

While on the subject of manpower, I want to pay tribute to the womanpower of our industry—especially the members of our home service departments. Although women can fill certain positions in our armed services, they are not subject to draft. I should like to emphasize here that our home service representatives are as important to our business as they are to the average business competing for their services. Don't lose them. They are in the forefront of our public relations, as well as our promotional activities.

We should profit by the mistakes that many of us made in World War II in dispensing with our salesmen. On the basis that materials and equipment could not be obtained and that the extra power was not available, many companies laid off large parts of their sales organization and curtailed very materially their sales activities. The result was to be regretted. During this period there was a definite deterioration of customer and public relations. We did not have the manpower to follow up complaints. With a big backlog of orders that could not be filled and vital materials and parts that customers could not obtain, the customer needed attention. You may recall the remark which was often used by sales and service people and generally resented by the public, namely: "Don't you know there is a war on?" The time to make friends is when our customers are in trouble and, consequently, more responsive to help.

The salesman has been one of our principal contacts with our customers and a most effective ambassador of good will. We need him. Also, the sales department furnished many competent persons for promotions to operating and management positions. This potential source of executive material will be of particular value as men leave operating departments for military service.

Selling Private Enterprise

In our business, as in all others, in times of peace or war, we should never forget to sell; and one of the main duties of the salesman, as well as other members of our organizations, is to use every opportunity to sell our free, private enterprise system — the system which has made possible our high standard of living and our American way of life. The private power industry is a very essential part of our free enterprise system. Our story should be told repeatedly. Our companies should be sold to our customers. If the social planners are able to nationalize or take over our electric utility business, they will then have a very effective club which will enable them to take over other business. In telling our story, we are fighting to preserve the principles which have made America the envy of the world. We should never forget this part of our job. Whether or not appliances are available, There Is A Selling Job To Do in the electric utility industry.

Great Future for Things Electric

Beyond the current emergency there lies a greater future acceptance of things electric—additional new appliances not even known now—new uses in all fields, in lighting, cooking, air conditioning, laundering, color television, industrial heating, dielectric heating, materials handling, farm electrification, and therapeutics. As new devices come into existence, it will be the responsibility of our sales organizations to help distributors find new outlets, help dealers train their new salesmen, and cooperate with all

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EEI Can Help You

By Merrill E. Skinner
Vice President, Union Electric Company of Missouri

An address before the 17th Annual EEI Sales Conference, Chicago, Ill., April 5, 1951

IT is very gratifying to those who have participated in the arrangements for this 17th Annual Sales Conference that all sessions have been so well attended. The total registration this year reached nearly 900, making this the largest EEI Sales Conference of record. This fact, I believe, is a reflection of the general concern over the confused business conditions we face.

Last summer, when the Korean emergency broke, a number of us met in New York to consider what adjustments might have to be made in the EEI promotional programs. Subsequently, the matter has been under more or less continuous review. Each time we checked there has been substantial agreement:

1. That we should complete the programs under way and in process of development;
2. That we should keep our committees working on new programs and alert to alter plans quickly on any sudden development;
3. That we should proceed with the plans for this 17th Annual Sales Conference, endeavoring to make it serve a constructive purpose in keeping with the situation that we could only guess might exist at this time.

Confusion About the Future

It was evident the Sales Conference might take place in an atmosphere of confusion over the future. It has done exactly that. Nevertheless, the policy adopted has proved to be sound, for national events to date have neither upset the plans nor rendered obsolete any of the promotions.

It is neither unusual nor particularly significant that many of you in your companies have adopted widely differing courses in the light of the confusing picture confronting us. Your plans for the months ahead likewise may vary even more. Individual circumstances will continue to dictate different policies as between companies, as they have done throughout the years.

No doubt many of you have come here hoping to gain from the speeches and from contacts with your friends in the industry further enlightenment to guide you in your planning and budgeting. Each speaker on the various Sectional programs contributed his or her share toward making them interesting and profitable and, in doing so, has given you much of the desired information. We are deeply grateful to each and every one of them for their splendid contributions.

Questions and Answers

With all this splendid information, though, our confusion has not completely vanished. Time does not permit us to hear from all the folks it would be necessary to include to get answers to all our questions. And I am sure that the speakers would be the first to admit that for many, many of the questions there can be no precise answers at present—not until the international situation takes a more definite direction, and national policies become more stabilized.

The aggressive sales manager who is well-informed, who has full contact with the industry, an understanding of what others are doing and why, will be much more likely to plan wisely. He proceeds with the judgment of one who is well-informed. The other course, that of the uninformed manager who "waits for something to happen," is hazardous under conditions as they exist today. Not only is information of value, but likewise the tools of a cooperative association are of value in doing the job facing us today.

Need for Foresight

At this time there is a special need for keen foresight, for the man who chooses correctly will profit much, and the man who does not will encounter many troubles ahead.

The ability of our customers to buy from now on may be hampered by wage freezes, higher prices, increased taxes, less favorable credit terms, and the encouraged urge to save for defense. Will the market shrink faster than production is curtailed? It will surely take the hand of a superman in the national administration to avoid almost certain unbalance, as the government attempts to plan the economics of production and distribution.

Our present situation requires imaginative planning to give the proper direction to our efforts in the interests of our own individual companies and the nation's objectives. We must revaluate conventional or time-honored sales activities, changing them when change is needed, and discarding those activities which do not fit present-day conditions. This is a time for flexibility, for a Plan B and Plan C, if need be. We must be ready to shift to meet every challenge and to make the transition without an awkward or expensive pause in our activities.

Timely Value of EEI Services

In making decisions under such circumstances, all the available information obtainable may be inadequate. No one person can expect to have all the foresight required. But there are many ways to gain useful information, including your connections with the Edison Electric Institute. Your attendance at this Conference, I hope, has proved stimulating and informative.

In the Commercial Section of the Edison Electric Institute and the allied Better Light Better Sight Bureau and Electric Water Systems Council, there are 23 active committees with nearly 400 men and women serving. This committee personnel represents 108 different utility companies in almost every state in the Union. Service on active committees I know to be one excellent way of keeping informed on a particular phase of the business. New ideas exchanged and intercompany consultations brought about in and through committee action and ac-

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Will We Have Salesmen?

By C. B. Boulet
Director of Personnel, Wisconsin Public Service Corporation

An address before the 17th Annual EEI Sales Conference, Chicago, Ill., April 5, 1951

As is true of any problem, before it is possible to find a solution it is necessary to analyze the factors involved in the solution and to marshal as many facts or truths relating to the problem as possible. With such a basis and some assumptions based on these facts, a course of action which is logical and reasonable can be determined with a full and complete solution of the problem as the ultimate objective. Let's try to establish the facts in the manpower situation as related to sales work.

Will We Have Anything to Sell?

Fact number one is, in my opinion, the answer to the question, "'Will we have anything to sell?" Obviously, if there is to be nothing to sell, then the entire problem is one of disposing of the present manpower in our sales organizations with the least danger to the organization and to the individual affected.

This question of availability of appliances is basic and yet it is tremendously involved. Certainly all of you have some pretty definite opinions on this particular matter. In fact, I am absolutely certain that every one of you is perhaps more expert than I in your knowledge of this particular phase of the problem. My conclusions are based entirely on economic studies made by experts in the field, opinions expressed by officers of appliance manufacturers, and men like Charles Wilson, who has had the tremendous task of establishing controls under which defense production can proceed.

After reviewing the facts that have come to my attention, the only conclusions I can reach are these:

In spite of a tremendous production of war materials, it is generally recognized that the civilian economy must be maintained at a high level. This is necessary in order to support the war effort. It means production for civilian consumption must continue high, and at the same time civilian purchases and use of that production must likewise remain high.

Can these objectives be reached?

Well, statistically speaking, in the past five years we have increased our national manufacturing capacity by from 25 to 30 per cent. Since the beginning of World War II our productive capacity has increased approximately 60 per cent. There seems to be little reason why this capacity cannot be increased by at least another 25 per cent or more in the next five years. The fact is that if we develop the same degree of economic mobilization reached at the height of World War II, our total output would be much greater than 25 per cent more than at the present time, and in fact would make possible a defense program of double the present goals.

One of this nation's leading economists recently stated that the country should plan to expand production capacity during 1951, at least at the tempo of the second quarter of 1950. He predicted a possible increase in output of somewhere between nine billion and 23 billion dollars of present purchasing power, while the reduction in consumption due to the military program and foreign aid would be roughly six billion dollars, leaving a sizable margin for civilian consumption. This is not a discouraging picture and would indicate a level for civilian production capacity equivalent to the 1947-48 period. You will recall that the level at that time was high.

Goods for Civilian Use

At the present time more goods are available for civilian use than most people, including experts in merchandising fields, had hoped. This is due partially to the decline of scare buying and the fact that fairly good stocks existed earlier this year. Production prior to April 1, 1951, had been at a very high level in virtually all lines of merchandise.

So much for statistics. The outlook of supply for the next six to nine months is definitely on the good side. Now, as to the theory under which government financing is being conducted.

Heavy outlays by the government for defense require continuing high government income from taxes. This tax load must be supported in large part by a high civilian economy. Every effort of government and of business is being bent toward the continuation of high production of civilian goods in addition to the production of war goods. Referring again to Mr. Wilson, I am quoting from *Time* magazine of February 19. *Time* says:

"He sees nothing astounding at all in the fact that the country has, in the five years since the world's greatest and most exhausting war, both manufactured and absorbed, among other things, 28,412,392 automobiles and trucks, 75,706,000 radios, 17,265,000 washing machines, 20,816,000 refrigerators,, 110,940,000 men's suits, and about five billion undergarments.

Productive Capacity

"He is neither surprised nor particularly dazzled by the fact that the U. S. has been able at the same time to pour billions in dollars and goods into the war-torn countries of Europe and Asia. He is calmly convinced that the U. S. can now turn to building $50 billion a year worth of tanks, planes, and guns with only a temporary halt in the flow of new houses, bigger television screens, and better automatic toasters. 'The productivity of the U. S. is so tremendous,' said Charles Wilson recently, 'that if we started an all-out economic mobilization today, we could practically fill Texas with war machines by 1952.'"

So the answer to the question, "Will there be anything to sell?" is a positive and definite "Yes" so far as the foreseeable future is concerned. But it is true there may be a necessary qualification of temporary curtailment of output during the adjustment period. It is certain, however, that this country, with commitments that will keep us in an

"armed camp" condition for perhaps ten to 25 years, cannot possibly meet these commitments unless it has a continuing high civilian economy. The two must go hand in hand or the country will be bankrupt.

Will People Have the Money?

Fact number two must be an answer to another question, "Will people have the money with which to buy?" A careful study of this factor does not produce such an encouraging picture. There is no question but that national income and individual income will hold at a high point, and with continued inflation will ascend to still higher dollar levels. While the school of thought which would restrict the money supply in an effort to establish inflationary controls appears to be receiving great consideration, at the same time wage and price controls designed to stop inflationary trends have not succeeded. At the present time it looks as though these controls have become softer and softer with the outside possibility that we are going to see a plentiful money supply, but serious inroads will be made on incomes by higher taxes and semicompulsory war bond purchases. A larger proportionate share of the remaining dollar income will of necessity go to purchase foods and day-to-day requirements of the people to sustain life, with the result that the remaining income for the purchase of appliances, automobiles, radios, etc., will be at a lower level than in the past several years.

Briefly then, we have this sort of a situation: (1) A close to normal supply of appliances and (2) A reduced purchasing power.

The Need for Salesmen

What has this to do with the manpower problem or the answer to the question, "Will we have salesmen?" This analysis gives the answer to the $32 question which precedes the title of this talk. That question is "Will we *need* salesmen?" and the answer is again a very positive "Yes." We will need salesmen more than we have ever needed them, but there will be no place for canvassers or order takers. We will need *salesmen*.

Experience up to this time indicates minor inroads upon industry through calls to military service. This is especially true so far as sales organizations are concerned. Up to this time the draft and the calling of reserves has hardly dented the personnel of most public utilities. A cross-section check of a number of the larger companies has elicited the answer, "Our manpower problem up to this point has not been serious." But what of the future? Here is the picture.

There have been a number of factors affecting the labor market, the overall outcome of which is to create a tight manpower situation. Here are some of those factors:

1. The military build-up with the present diversion from civilian life into military service of not less than an additional million men, with the possibility that this figure may reach a maximum of three or four million men.
2. The virtual absence of any great labor reserve as compared with the start of the last war. At that time you will recall we were coming out of a serious depression with several million unemployed. Today we go into mobilization under conditions of full production and full employment. There is virtually no manpower reserve.
3. There are fewer young people in the 18 to 22 year old group than there were in 1940, due primarily to the comparatively low birth rate during the depression years.
4. There is not the reserve of young women which furnished hundreds of thousands of "Rosie the Riveters" in 1940. Because of the high marriage rate since the war, these women are virtually all now home-makers—most of them with dependent children. On the other side of the picture there are some possibilities of relief to the tight supply of manpower, but these are not of sufficient importance to affect the overall picture. One of these is the somewhat greater reserve of retired employees that could be tapped to fill jobs requiring limited physical exertion. Another is the possibility of lengthening the work week which, at the present time, is the shortest in the history of the country.

All in all, the outlook for future manpower in numbers is not too good.

Future Outlook Poor

What of deferments? What about critical occupations? My advice is don't build up any false hopes. Salesmen, regardless of their importance to the maintenance of our economic system, will not be deferred. Selling will not be classified as a critical or essential occupation.

Losses in Personnel

Most companies have already analyzed the composition of their sales force in an effort to determine the possibilities of losing sales personnel to the military. These studies indicate the probable order of loss of salesmen by placing individuals into one of several groups based on such factors as past military service, marital status, dependent children, age, membership in reserves or national guards, reserve officers, etc.

This study for our company covering all employees, not just sales, indicates that 13 per cent of the male employees in the company are in military reserves or between the ages of 18 and 25. Eliminating from this group employees in the 18 to 25 age bracket who are married and have had previous military service drops the percentage to nine per cent. This nine per cent might be considered as subject to immediate call. The study, continuing by departments, indicated definitely that only minor negative effects on our operations would result if the entire nine per cent or even the whole 13 per cent were called.

Military Inroads

A related study indicating the size of the sales force that will be needed if available merchandise drops 10, 20, or 25 per cent gives a definite indication of whether or not military inroads are apt to dovetail or coincide with the remaining manpower requirements. A still further study should relate the productivity of present salesmen to retention in sales work, considering possible reductions made necessary by the availability of merchandise and the rearranging of territories based on merchandise and manpower.

A combination of these studies should likewise indicate whether or not excess people, compared to requirements, will remain in the sales force. If such a situation is indicated, then a further study should be made to determine the qualifications of excess sales people in an effort to place these people in vacancies in the balance of the organization that have been created by calls to military service. It must be kept in mind that up to this time no occupation in the utility industry has been labeled as critical, and even

though such occupations are firmly established, deferments are very apt to be for a limited period of time. Under these conditions and with a possible excess of employees in the sales organization, this organization could well be a welcome reservoir from which to draw candidates for essential jobs in the balance of the organization on a temporary basis.

All of the above studies are basic, and I am sure that every good sales manager has the resulting conclusions at his fingertips.

Highest Caliber Personnel

The problem of manpower in sales organizations differs in many respects from the problem on an overall basis. With the difficulties of selling bound to increase, it is apparent that men selected to do the job must be of highest caliber obtainable. This means that your employees must be c a r e f u l l y selected through tests and pattern interviews and that all new employees as well as older employees must be given intensive specialized training.

It is incumbent upon every sales manager to use every modern device to be certain that the men selected for sales work are capable of meeting the challenge of the coming years. Selling is rapidly approaching a level which is very close to professional status.

Selling and the Defense Effort

Under ordinary conditions, salesmen must understand selling techniques and they must have at their command the art of persuasion and of making friends and influencing people. The salesman of today must, in addition, understand the impact of selling on a national economy. He must understand the possible customer ill will which is always created by a seller's market. He must have a sympathetic understanding of the mental strain under which customers who have sons, daughters, husbands, or fathers in the military service live from day to day. He must appreciate that the job of selling makes a real contribution to the national defense effort.

A salesman must have all of these things plus a knowledge of his merchandise and a mastery of the techniques of selling, and finally he himself must have peace of mind, free from worry and doubt, as to where he is going and what is being planned for the future.

In connection with this last thought it is incumbent upon sales managers to keep their force advised of the plans that are being made to meet changes in the economic situation and any emergencies that might arise. I have talked to salesmen who are definitely disturbed because they feel the executives of their company are not alert to these problems. If they had that assurance, their minds would be at rest and they would, consequently, be better salesmen.

To bring present and newly-acquired manpower to a realization of the full responsibilities of their job means a stepped-up program of training. This program should be planned to condition salesmen to wartime problems. More than ever before, each individual must be given all the tools with which to carry out his function. This is essential from his own individual standpoint as well as that of the organization of which he is a part. He must become and continue to stay a high producer in the face of new obstacles, and for this he should receive commensurate compensation which gives full consideration to these problems and to the task that he must meet.

Unless this goal is achieved, sales managers are going to find their operations "in the red" because of increased costs of doing business as well as a shrinking mark-up on merchandise.

Summarizing, then, this quick survey of the manpower situation reaches these conclusions:

1. A study of present manpower and the possible continued availability of that manpower.
2. Careful planning to adjust the sales force intelligently to the needs of the sales organization.
3. Intelligent planning for the use of many excess sales personnel, recognizing the fact that other departments may be in need of this personnel.
4. Careful selection of new employees when needed.
5. Training of present and future employees to meet unusual conditions which exist because of the war effort.

I am sure that each of you realizes that with these problems you have a job cut out for you. Here is a job that requires day-to-day and night-to-night planning. Here is a job that challenges the ingenuity and energy of every sales executive. Here is a job which, properly developed and handled, will bring lasting satisfaction and good will both from employees and the public. Here is a job that you as sales executives must solve.

Convention Program Announced

(*Continued from page* 100)

will have an opportunity to explore scenic parks, ghost mining towns, and places of historic interest in Denver and its environs. Starting about 2:00 p.m., three mountain bus trips of from four to five hours' duration will be offered, while a bus tour of Denver itself will be available to delegates who do not wish to leave the city. Of the mountain trips, one will include a visit to Central City, an old mining town; a second will proceed to Buffalo Bill's grave on Lookout Mountain and then to the natural theatre of the Red Rocks; and a third will take delegates up 10,600 feet to Echo Lake at the foot of Mt. Evans.

At 7:30 p.m. on Wednesday evening, from a location to be announced, buses will leave for the University of Denver Field House, where the nationally famous Koshare Indian dances will be staged.

As has been the custom in past years, a daily convention newspaper will be published through the courtesy of *Electrical World*. To carry official notices, a calendar of events, and a roster of convention registrants, the paper will appear on Tuesday, Wednesday, and Thursday.

Registration will begin on Sunday, June 3, in the main lobbies of the Cosmopolitan and Shirley-Savoy Hotels from 2:00 p.m. to 5:00 p.m. and will continue in these two locations on Monday, June 4, from 8:30 a.m. to 4:00 p.m. and on Tuesday, June 5, from 8:30 a.m. to 5:00 p.m. Registration will be conducted on Wednesday, June 6, from 8:30 a.m. to 5:00 p.m. and on Thursday, June 7, from 8:30 a.m. to 12 noon in the lobby of the Shirley-Savoy Hotel only. There will be a registration fee of $10.00.

Admission to general sessions and social functions will be by convention badge or pin. These badges for the men and pins for the ladies will be obtainable only at registration desks, and delegates are urged to register as soon as possible after their arrival in Denver.

The Accent's on Production

By J. R. David

Industrial Sales Manager, The Cleveland Electric Illuminating Company

An address before the 17th Annual EEI Sales Conference, Chicago, Ill., April 3, 1951

EVERY one of us here today is well aware that American industry faces tremendous responsibilities for the duration of the national emergency.

We have no way of knowing how long the present world crisis will last, or what form it may eventually take. But this much we do know: the ideological and military conflict now raging around the globe is a showdown struggle between freedom and Communism—between America and her allies and Russia and her satellites.

Both as a nation and as individuals, we cannot afford to lose. For, whether it be settled primarily with bombs or with brochures, this unmistakably is, in terms of world power, a fight to the finish.

It is a war which—hot, cold, or lukewarm—will increasingly be waged in the laboratories and factories, as well as on the battlefields. In that fact lies our greatest hope of ultimate victory.

Outproducing the Enemy

As has been said a million times by a thousand experts, the core of America's might is her demonstrated industrial ability to outproduce any single enemy, or likely combination of enemies. Military authority Hanson Baldwin put it this way recently: "The greatest of our assets—one which must be preserved and fostered—has been and still is our enormous industrial strength and our capacity for mass production."

But magnificent as it is, our industrial plant today is not equal to the double-pronged role it apparently will be asked to play for a long time to come—that of both arsenal of democracy and repository of plenty. It must be considerably expanded before it can satisfy the simultaneous demands of the near future for both large-scale military production and high civilian output.

Thus far, we have been able to turn out the limited level of military production asked of us and at the same time actually to raise our civilian standard of living. More civilian goods are in the hands of Americans today than likely would have been without Korea. Our gross national product has risen appreciably beyond the point accounted for by defense orders.

This situation can't be expected to prevail for long, of course. Military expenditures will be accelerated sharply in the months ahead. Unless total production is also increased, civilian output will have to be reduced correspondingly.

Adjustments in Mode of Living

A moderate cut is perfectly legitimate and expected. Every citizen should be willing to make adjustments in his mode of living, while others are being asked to give up living altogether for the same cause. But the degree of adjustment should be one imposed by unmistakable military necessity. It should be the direct result of shortages of critical funds, channeled by government allocations, and scarcity of civilian funds, collected by government taxation to finance the defense effort. Such a reduction, judging from official utterances, would probably be on the order of 10 per cent.

Actually, we're facing a much more drastic curtailment than that. By the end of 1951, it appears that we will be only about 7½ per cent behind civilian demand, but within two years civilians may be doing without 20 to 25 per cent of the goods they want.

Military and Industrial Expansion

These figures, compiled by our company economists, are based on a continuation of military expenditures at the $40 billion rate scheduled for the fiscal year 1951 to 1952—and on double the "normal" three per cent annual rise in total industrial output. They make no allowance for the tremendous military expansion which a critical turn in international events may at any time require. They take into account no such volume of defense production as Defense Mobilization Director Charles E. Wilson apparently had in mind recently when he said: "Fifty to 100 per cent more war material will roll off United States production lines in 1951 than in the first big year after Pearl Harbor."

The future decline in civilian goods and services thus could be much more severe than even this 20 to 25 per cent estimate would indicate. In the absence of a full-scale World War III, however, it also could be—and must be—a great deal less severe.

The answer lies in an increase in industrial production and in industrial capacity to produce. That increase unquestionably is America's most urgent requirement in this national emergency.

It's up to us—the industrial power salesmen of the nation's business-managed, tax-paying electric utility companies—to play a major part in filling this critical need.

Federal Responsibility

Our companies have—and, by virtue of their record expansion programs, will continue to have—the ability to supply all the electricity which our industrial customers will require for vastly increased production, provided only that the Federal government fulfils its responsibility to allocate to us the materials, equipment, and manpower on which maintenance of our construction schedules depends.

Our colleagues, the electrical equipment manufacturers, are daily designing and producing ultra-modern machinery which brings rising production and productivity within easy, economical reach of every American factory.

The first job of every one of us for the "duration" is to bring plant and machine together in productive partnership—then to help see to it that this partnership is put to work at capacity, turning out military and civilian products essential to the national interest.

We utility salesmen have both the experience and the opportunity to do

this job as it should be done. The companies we represent have built over the years a solid reputation as servants of industry and as natural community builders. That reputation will gain us an audience at any plant in our respective service areas. And certainly an audience is all we need to sell a concept, increased productivity through increased electric consumption, which is mutually advantageous to all parties concerned: customer, community, country—yes, and our own companies.

International Community Building

What the present situation offers each of us, in essence, is an opportunity to extend our community-building activities to a national, even international, scale. By helping local manufacturers to grow in peacetime we build up our individual service areas; by helping them to grow now, we can build up all America, and implement the cause of freedom throughout the world.

How can we go about this vital job? Our industrial sales and sales promotion efforts in this national emergency should, it seems to me, be built around a four-point program.

First, we will want to put the accent on *production* in both advertising and personal salesmanship.

All of us for years have told the story of electricity's contribution to industry in three basic words: Better, Faster, Cheaper. We have said, and we have proved, that electrical equipment improves quality, speeds production, and lowers manufacturing costs.

These three points have been used as an integrated sales campaign in service areas across the country. Most of us have found that in so-called "normal" times all three contribute to the average sale, so we've used the trio together and in approximately equal proportions in our advertising campaigns and in our sales presentations.

Abnormal Times

But these certainly are not "normal" times. While quality and cost remain important, there can be no question that top priority in industry today goes to means of boosting production. Increased use of electricity is such a means—without qualification one of the most productive, and quite possibly the single most productive method.

It is up to us to gear our thinking to the needs of our customers and our nation, to sell electric power first as a way of accelerating the production line, and to subordinate temporarily its equally valid claims in the quality and cost fields.

The successful salesman is the one who fits his product or service into the customer's primary requirement and then adds a couple of "plus" factors as sale-clinching "bonuses."

Let's make, for example, a hypothetical call on Company X, a venetian blind manufacturer now also producing ammunition boxes. We're there to sell the company on installing an infrared oven.

We know that in a comparable operation a modern infrared oven demonstrably improved the blind finish, resulted in an annual saving of $12,000, and stepped up production 30 per cent. The question is: Which of these accomplishments has the greatest immediate sales appeal to Company X? We must answer that question before we can intelligently design our presentation.

Stressing the Significant Factor

Attractive as is the prospect of producing better blinds at an annual cost reduction of $12,000, that isn't uppermost in the mind of the typical Company X president right now. What he wants more than anything else is a way of continuing to refinish his full volume of venetian blinds and still dry the paint on the ammunition boxes. If we can give him that way, he'll buy. We can do that very thing, and we'll want to make that point clearly before discussing less significant factors.

First, then, our industrial sales campaigns for the "duration" should emphasize acceleration of production. Like any other sales formula, however, this one involves a lot more than appears on the surface. It's "easier said than done."

If we are to be able to sell the productivity stimulus of electrical equipment, we've got to know the nature and extent of that stimulus. We've got to know practically everything there is to know about what such developments as induction heating, electrostatic spraying, and infrared drying will do for production. We've got to know a great deal more than that. We've got to know the production differential of the most modern electric furnace as against that of, say, ten years ago.

We've got to know, in other words, a great deal more about electrical equipment than most of us found it necessary to know in the comfortable "seller's market" between wars. It's up to us to get that knowledge, and to insist that every member of our sales staff get it, quickly.

The second step in our four-point sales program for the emergency is, therefore, to learn new electrical equipment, literally inside and out.

Acquiring Specific Data

Let's go to the electrical manufacturers for material, to our industrial customers for experience data, and let's build up a reference file of our own. Let's make sure that we can talk to our prospects about their production problems in terms of solid specifics, rather than mere generalizations, however valid.

If we're trying to sell today the "model" installation of 1940, or even 1946, we're certainly missing the boat in customer service and very likely missing the order, too. What was "the last word" five or ten years ago is in many cases not even a whisper in 1951.

Go through any electrical manufacturer's 1940 catalog. Examine each unit piece by piece. The chances are that even the prize exhibit of that bygone era is ready for the scrap pile now.

Our customers, remember, want the newest equipment with the highest production rate working for them. If we have any doubt of that, we have only to look for a line of purchasers or renters at any government storage pool selling bargain-priced World War II machinery, and then to look at the backlog of orders for modern machine tools. Our customers want the latest equipment and they expect us to be selling it.

Emphasis on New Equipment

Are we already doing that? Are we utility salesmen equipped to discuss 1951, rather than 1946 furnaces? If we are, we have a powerful, almost irresistible, sales story. To cite only a few examples, it has been estimated that modern machinery could boost productivity at least 10 per cent in the metal-working industries, 20 per cent in the textile industries, and 20 per cent in the food-processing industries.

America needs that additional production. Our customers could use those extra sales and profits. And our own companies would be happier with the higher load.

Are we doing all we can to put those machines to work in our service areas? Are we prepared to do still more?

Just putting modern machines to work in an industrial plant isn't enough, of course. We've got to make sure that the right machine is in the right place. Doing that brings us to the next major point in our four-point program.

That third point is this: We must learn all we can about the industrial uses and possible adaptations of 1951 electrical equipment.

Adaptations of Machinery

This, too, is a larger order than it seems at first glance. For every one of us in his sales calls regularly runs across practical applications of electrical machinery for which the machine was not intended, and which probably never even occurred to the manufacturer himself.

A Cleveland foundry, for example, had persistent trouble in removing the sand from the interior of one of its castings. Shaking, pounding, tumbling, and rattling all were tried without avail. Finally, the casting was placed in a box-type electric oven and heated for 15 minutes. The sand poured out like milk from a bottle.

That particular innovation is now standard knowledge among the electric oven users of northeast Ohio. We've passed the word along to the manufacturer, too, with the result that his catalog will now catch up, in this instance, with customer experience.

Two-Way Communication Job

Utility salesmen, serving as liaison between producer and user, are ideally suited for this sort of information interchange, as long as they realize that theirs is a two-way communication job. And they inevitably pick up a great deal of useful sales data in the process.

Are we putting this non-catalogued field information to maximum use, both in selling prospects and in serving present users? If we're not, we're overlooking a real opportunity to increase customer service, satisfaction, and production.

By placing our sales accent on production, and equipping ourselves with the modern product and application knowledge we need to do an effective job of selling electrical equipment's value in boosting production, we will be helping to gear our industrial customers for greater service in the national emergency. Nevertheless, our job doesn't end there.

It is up to us also to help see to it that this increased potential is put to constructive use. It is up to us to do everything we can to assist our customers to get the defense orders they are prepared to handle. And we can do a great deal.

Rendering this assistance is the fourth and final point in our "duration" sales program. Its scope and direction might be indicated by the descriptive phrase, applying grease to the paper wheels of industry.

This will likely be a more individualized operation than the three we've previously discussed, varying widely to meet the specific requirements of different service areas. But despite these individual variations, the basic philosophy and approach need change very little across the country.

Let me tell you, then, a little something about what we've tried to do in northeast Ohio to harness our industrial potential to defense needs.

Questionnaires and Confusion

In our area, as in yours, industrialists began migrating to Washington right after the Korean invasion. They went to get facts and specifications; they stayed to cool their heels and fill out questionnaires. They found the confusion terrific, more so even than it is today.

Other industrialists traveled to the nearest arsenals, and combed local government offices. There, too, they found defense requirements hard to pin-point, and defense orders harder to secure.

We talked to these customers of ours on their return. We noted the similarity of their experiences and of their complaints—duplicated conversations, myriad calls, misdirected effort.

We could only conclude that what was needed above all else was a reliable, up-to-date source of information as to the right man to see to get the best possible guidance on specific defense procurement matters.

We set out to fill that need, to become that source.

We went to the local offices of the Department of Commerce, Navy, Army Ordnance, and Air Force Materiel Command. At a joint meeting with the heads of these four offices, we volunteered to serve again, as we had during the last war, as a clearing-house for local defense contract information. As a primary medium of printed communication, we offered these government people regular space in *Electrical Production* magazine, which is prepared by us for the Electrical League of Cleveland, and distributed monthly to some 3000 manufacturers throughout northeast Ohio. Our offer was accepted eagerly.

Defense Contract Information

As a result, each issue of *Electrical Production* now features full, current data on defense contract procedure—what to do, where to go, whom to see, not only locally but nationally as well.

We didn't stop there. We wanted to perform a service not only for the prospective prime contractor, doing business directly with the government, but also for the potential subcontractor, doing business with the man who does business directly with the government.

Here, too, we found a genuine need for information on the part of both parties. Subcontractors were anxious to know which companies in the area had been awarded prime defense contracts; prime contractors were eager to know which local concerns would make their production facilities available for subcontracting work.

List of Prime Contracts

To fill this mutual need, we added to our monthly defense contract section in *Electrical Production* a selective list of local prime contracts which would require subcontracting. News of this type is, of course, normally available through other sources—weekly from the Department of Commerce, and daily in newspaper stories. But ours is a selective list, carefully tailored to the specific requirements of our customers. Our list, unlike that issued by the Department of Commerce, includes contracts awarded by negotiation, as well as by means of sealed bids, and, unlike newspaper accounts, it is screened to eliminate those which involve no subcontracting.

Government agencies and prime contractors both have welcomed our services. As in the case of our venture into the area of contract procedural information, we have enjoyed full cooperation at every hand.

We try otherwise to be helpful whenever the opportunity arises. For example, when Case Institute of Technology scheduled a full-day session on the subject of government procurement, we publicized the meeting both in *Elec-*

trical Production and by means of a special mailing to our industrial customers. We like to think that we contributed in some measure to the fact that 1100 Cleveland manufacturers attended the meeting, and we have a number of thank-you letters to show that some of our customers share the feeling.

Elsewhere in Ohio, other groups have been working to accomplish the same purpose of bringing defense production contracts and defense production capabilities together.

At Youngstown, some 200 industrial concerns have pooled their resources and established the Youngstown Foundation. Under the direction of a paid executive, this office publishes government procurement information, and maintains a complete file of the production facilities of each member company. By offering government agencies the combined manufacturing potential of over 200 plants, the Foundation has magnified the impact which any single member could have hoped to make.

Unified Presentation

The principle of unified presentation has been adopted, too, at Alliance, Ohio. There 30 local manufacturers present their combined facilities to the government in a single production "package" including all items which are, or could be, produced in Alliance.

The six manufacturers of little Middlefield, Ohio, have also prepared an attractive group brochure detailing both their plant facilities and their catalogs of manufactured parts.

It goes without saying that electric utility salesmen are in a particularly advantageous position to develop and further this practice, to carry it into sections where it does not now exist, and to extend it from present small beginnings to an area-wide basis.

Industrial power sales departments have a big job to do in the national emergency.

Our immediate responsibilities lie largely in the area of communication—getting the word to our industrial customers about the productive impact of new electrical equipment and new applications for existing equipment and getting the word to government procurement agencies about the defense production potential of our service areas.

The four-point sales program we've discussed is designed to satisfy these requirements of communication. Its component elements, you'll recall, are these: first, we must place primary sales emphasis on the ability of new electrical equipment to accelerate production; second, we must learn everything there is to know about the productive possibilities of the latest electrical equipment; third, we must become experts on the catalogued industrial uses, and non-catalogued potential adaptations, of the electrical equipment in service in our areas; and fourth, we must assist our customers in every feasible way to obtain the defense production work they are prepared to handle.

Program of Service

In the final analysis, this program is one of service, rather than a narrowly-defined sales operation. But every one of our companies has built its reputation on just such a service concept.

Each of us knows from personal experience that the policy of serving the people and the communities we sell pays dividends in dollars and cents, as well as in less tangible units of measurement.

We can't neglect the practical necessity of making money, of course. As President Clint Spurr of the Monongahela Power Company has said, "Everything we do has to be justified in dollars and cents in the long run. Let's be frank about that."

Justification in Dollars and Cents

Such justification is an unmistakable factor in any utility sales program. Whenever and wherever we sell a piece of electrical equipment, we increase our connected load. But we do a great deal more than that. The records of my company and yours show that at the same time we are thus raising power demand, we are also increasing the customer's capacity to produce, improving his competitive position, and, in consequence, strengthening the local economy.

"A Big Chips Game"

Today, this traditional role has taken on new importance. Today, our nation and the cause of freedom everywhere urgently needs the increased productive capacity which each of us can supply in his own service area. We're sitting in on what Elmer L. Lindseth, president of The Cleveland Electric Illuminating Company and immediate past president of the Edison Electric Institute, has called "a big chips game for eye-popping stakes — and a game in which bluff plays only a tiny part."

Patriotic Aims

"If we can aid our country's preparedness effort, build up our communities, and contribute toward preserving the spirit of free enterprise," Mr. Lindseth told the E.E.I. Rural and Urban Development conferees last September, "we will exhibit the highest kind of patriotism at a precarious time in our nation's existence."

Now, as never before, the accent's on production. The utility sales accent is on performance in the production area. Are we prepared to meet the challenge and the opportunity inherent in this situation?

Last Call!

MAY 15, 1951, IS THE DEADLINE

for entry in the

Reddy Kilowatt Annual Report Contest

This is a last-minute reminder that the entries for the Reddy Kilowatt Annual Report Contest must be received by the Reddy Kilowatt Service not later than May 15, 1951.

Don't pass up this opportunity to gain well-deserved recognition for your Company for having produced an outstanding annual report.

Send your entry to:

REDDY KILOWATT SERVICE

50 CHURCH STREET NEW YORK 7, N. Y.

Results of Planned Lighting Promotion in Indianapolis

By Dan Dunne

Vice President, Director of Sales, Lighting Products, Incorporated

An address before the 17th Annual EEI Sales Conference, Chicago, Ill., April 3, 1951

AT your Sales Conference held here last year Mr. Frank Mansfield, marketing consultant to the Sales Promotion Committee of the Commercial and Industrial Lighting Equipment Section of the National Electrical Manufacturers Association, told you of the pre-test market survey conducted in Indianapolis. The survey was valuable in that it pointed out the huge lighting potential that exists in a typical American city. There were a good many of us who thought that there was a vast market for new and relighting projects, but the Indianapolis survey definitely pointed out that to date we had barely scratched the surface of the amount of lighting equipment that might be purchased if the right kind of promotion was instituted.

Organizing the Test Project

After tabulating and analyzing the results of the survey, the next step was to organize and engage in the actual test. Believing that the job should be done right, the NEMA Section authorized the Electric League of Indianapolis to add to its staff for the period of the test a man who would supervise the test activity. This man was hired by the Electric League of Indianapolis for the sole purpose of supervising the test for the entire year. The League was successful in appointing a man to this task who had considerable experience, both as a lighting specialist and in sales management work with a local electrical wholesale distributor.

Following the appointment of the man to supervise the test, a meeting was held in Indianapolis which included management personnel of the local utility companies, the Electric League of Indianapolis, the electrical wholesale distributors, the electrical contracting organizations, as well as sub-committee members of the NEMA Test City Project. At this meeting plans were made for the test program. The plans included setting up committees to handle what were considered the two most important phases of the test, namely Education and Promotion.

The Education Committee had as its function the job of getting across the know-how of planned lighting to the people who would have to sell it to the ultimate consumer. Men from the local utility companies headed up this activity and in some cases were able to engage the services of competent manufacturers' representatives who knew the planned lighting story. The Education Committee arranged for regular evening study courses where first the principles and later the application of lighting were explained to a point where pupils who finished the course knew the fundamentals of planned lighting sales and application. The Education Committee organized immediately, and in the first few months of the test, planned lighting classes were conducted at least two evenings a week. After the test project had been operating for six months, a number of the original students asked for advance training in planned lighting technique, which was arranged for.

Evening Study Courses

The evening study courses in planned lighting given under the auspices of the Education Committee were attended by electrical contractors, architects, consulting engineers, electrical wholesalers' salesmen, and manufacturers' representatives. The fact that the courses were popular was evidenced by steady attendance plus the request for additional advance courses by students who completed the basic work.

The Promotion Committee had a number of functions that were broken down into sub-committee work. The first of these was a direct mail program which consisted of using certain standard pieces of promotional literature, as developed by the Edison Electric Institute. Since it was believed that direct mail in itself would not do the entire selling job, a follow-up method was used. Within a period of ten days after a mailing was made, every prospect was called on by a jobber's salesman who was given a list of prospects.

The Publicity Committee arranged for discussions of Planned Lighting over a local radio station. Newspaper ads in the large city dailies, as well as the smaller regional papers, were used to draw the attention of likely prospects to Planned Lighting.

Films Shown to Retailers

The Promotion Committee also arranged for a series of slide film talks on Planned Lighting that were given to a number of retail trade associations in both the downtown and outlying trading areas. Following the slide film talks, promotional material on Planned Lighting was passed out to interested retail businessmen. If prospects were developed from the talks, the leads were turned over to wholesalers' salesmen for follow-up.

Two Planned Lighting prize contests were held during the test period. At the termination of each contest, prizes were awarded to electrical contractors, utility lighting men, wholesalers' salesmen, architects, and consulting engineers.

The foregoing gives you an account of the committees that were set up to do the job. In addition, to get the ball rolling, at the start of the test project an Industry Dinner was held to which all the contractors, electrical wholesalers and their salesmen, architects, utility engineers, and consulting engineers were invited.

At the dinner the purpose and scope of the test city promotion were outlined

and every effort made to instill into the group the spirit of real, live Planned Lighting promotion. The turnout for this Industry Dinner, or "Kick-off for the Plannned Lighting Program," was outstanding, and as one of the participants I felt that the program was off to an excellent start.

I have attempted to outline the various committees that were organized and with what functions they had been charged. Now comes the $64 question . . . what were the results?

The Contractor is the Key Man

First, the Education Committee. Indianapolis shows a total registration of slightly more than 150 electrical contractors. The attendance at the school was a total of 42, representing only 15 companies. In other words, attendance at the school represented only 10 per cent of total registered contractors. Considerable effort was expended by the Education Committee to get a greater attendance of electrical contractors at the school, but it was pretty much uphill work. Possibly a softening-up of the contractors by direct mail, followed by skillful personal follow-up by either a well-trained utility engineer or wholesaler's salesman, might do the trick. The survey definitely showed that the contractor is the key man in the whole lighting picture, yet he is apparently the hardest fellow to get whipped up with enough enthusiasm to want to learn how to lay out and sell Planned Lighting installations.

In the case of architects, only two were in attendance at the school, although 33 are registered in Indianapolis. Though our survey showed few architects were involved in most relighting jobs, we all know how much influence the architect and engineer can bring to bear on a large installation of lighting equipment where good specifications are an important factor.

Contacting Architects and Engineers

Here again it would seem that with the limited number of architects and engineers in the average community, personal calls bent on developing interest in Planned Lighting programs might be the most practical answer.

In the case of the direct mail promotion, it was found that unless there was a personal follow-up, the effort appeared nearly wasted. Direct mail was sent to a group of retail stores. Returns were almost insignificant. Where personal calls were made on store owners who had received direct mail pieces, the owners claimed in many cases not to have seen the promotional folder. This would indicate that the store owner either very seldom sees the direct mail material sent to him, or that there is so much coming his way that what he does receive leaves no impression. Direct mail in a Planned Lighting campaign, to be effective, must therefore be directed so as to reach the man who can be influenced to make favorable decisions on a relighting program. If the mailing piece is not addressed to the specific person who can make the influencing or buying decision, it is apt to be wasted. Again, direct mail in many respects is a softening-up process, and unless a series of at least three or more pieces are directed to the right person at fairly regular intervals, it might prove entirely ineffective and wasteful from a financial standpoint.

Newspaper and Radio Publicity

It is difficult to attempt to measure the results of the local newspaper advertising or publicity received via local radio programs. There is no doubt such promotion will influence buying decisions to some extent, but trying to tie it down to specific cases is nearly impossible. From a result standpoint we can only say such promotion helped the test projects, but we cannot honestly measure to what extent.

Two prize contests conducted by the Promotion Committee stirred up enthusiasm. They were preceded by an Industry Meeting and contestants were followed up and kept enthused by a direct mail campaign. At the end of 90 days each contest closed, and prizes were awarded to winners in all classes. For a Planned Lighting program of fairly short duration, it is believed a prize contest is an excellent device to stimulate interest. The important thing about such a contest is to have it of fairly short duration—no longer than 90 days. If the contest is longer than 90 days, interest is liable to lag to such an extent that the whole thing will bog down. Better a short and hot contest than a long, dreary one.

An important result of the test project was the number of Planned Lighting layout requests directed to the local power company. In the year preceding the test study, the Indianapolis Light and Power Co. was asked to prepare 145 lighting layouts. During the year of the test study the Indianapolis Light and Power Co. was asked and did prepare 369 Planned Lighting layouts—an increase of two and one-half times that of the year preceding the test study. One electrical wholesale distributor hired an extra lighting draftsman to prepare lighting plans to accommodate the requests of electrical contractors.

Fixture Sales Increase

From the standpoint of actual fixtures sold, monthly sales figures were kept and compared with the national average for the same period. Results showed that sales in Indianapolis averaged 153 per cent of the national figure. This would indicate that from the fixture manufacturers' standpoint a Planned Lighting program pays its way in added equipment sold. Since every good Planned Lighting installation is a sound investment for the utility company, such a program, skillfully planned and carried out, should be a money-maker for the power company.

In the case of school lighting, during the test period, 12 schools were relighted with a total of 90 classrooms. IES recommended standards of 35 to 40 foot-candles were followed. School architects and consulting engineers submitted better lighting layouts as a result of the Planned Lighting promotion.

Another very important result was that several manufacturers and wholesalers volunteered the information that electrical contractors were no longer "selling down" lighting jobs but rather selling jobs according to plan.

What are some of the things learned from conducting this test program that we believe are of significance?

Advantage of Short, Intensive Drives

First, we found it extremely difficult to keep a local industry group engaged in a single program over a time as long as a year. More intensive drives for a period of not more than three months would probably be very effective, providing they are well-organized and followed through to completion. The fact that ventilation, air-conditioning, electric heating and cooking, refrigeration, and adequate wiring people also have programs that demand attention at certain times of the year is another reason why it is difficult to keep a local industry

group steamed up for a full year on a lighting program only.

Another important factor is the tremendous value of a good educational program in maintaining the integrity of original layouts when they get into the electrical contractor's hands. As the test period began rolling, the amount of lighting layouts actually reduced in size by contractors became negligible. You men who have seen beautiful lighting layouts leave your department, only to be reduced in quantity and quality by electrical contractors to the point where they are hardly recognizable, realize the importance of the educational program with contractors. The contractor cuts out fixtures in one of your good Planned Lighting layouts because no one has taken the trouble to sell him on the benefits his customer derives from good Planned Lighting. Once you have taken the trouble to educate the contractor to what good Planned Lighting can accomplish for him as well as his customer, you will find him glad to go along with your recommendations.

Importance of Contractor Know-how

We also found from this test program that good lighting can be sold, providing the people in contact with the customer know what they are talking about and have something definite to sell. The person in direct contact with the customer, in most cases, is the electrical contractor and he is the man who must be given the know-how so that he can do a job selling the ultimate consumer. Selling lighting equipment on the basis of lowest cost alone is not profitable to the utility, wholesaler, or electrical contractor and in many cases winds up by being a dis-service to the ultimate consumer, who frequently thinks he is buying good lighting but doesn't get it. The more emphasis the contractor can put on what good Planned Lighting can do for the user, the less important becomes the cost factor. The test program definitely indicates the only way the contractor will start selling good lighting is by a sound educational program conducted on the local level.

Promotion in the way of direct mail, newspaper ads, etc., is important, but only so far as it creates a favorable climate for a Planned Lighting program. Promotion alone will not sell Planned Lighting. Promotion, to be successful, must be tied in with sales calls at the time the promotion is in the prospect's mind. It is going back to a basic premise in sales—namely, that it takes sales calls to make sales. This idea is certainly not new, yet as the test proved, it has to be learned again and again by experience. You can talk to merchants by clever advertising, direct mail, car cards, group meetings, and other good promotional devices, but the real selling job is accomplished when a personal call is made and face-to-face selling takes place. Promotion can stimulate interest, but it takes a first-class person-to-person selling job to create desire and make the final action an accomplished fact.

Post-campaign Sales Remain High

During the year that the test took place in Indianapolis, the sales figures for lighting equipment throughout the country were down. In the test city the figures were definitely up, and by a considerable margin. This is evidence in itself that the campaign was productive of good results. Since the test period was completed there, it appears that a cumulative effect took place that has carried over to the extent that lighting fixture sales in Indianapolis continue to be abnormally high. This is understandable because much of the good groundwork that was only in the drafting board stage during the test period is just now beginning to bear fruit. Again, once contractors have begun to realize the financial benefits to be had from selling Planned Lighting as against scanty lighting, it is doubtful whether they would return to selling skimped lighting layouts under any circumstances.

Indianapolis as the Test City

In selecting Indianapolis as the test city we do not believe the city in the United States with the most aggressive group was picked. We do think we chose a city fairly close to the average. For that reason we believe it was a good test and certainly bears out an old marketing adage, "If you can sell it in Indianapolis, you can sell it anywhere." If you wanted to conduct a Planned Lighting program in your community and were of the opinion yours was a typical town, then results comparable to those gained in Indianapolis could be expected, providing the same general technique was used.

A most important factor learned was that Planned Lighting could be sold at reasonable cost. The actual cost to the NEMA members was negligible, when balanced by the extra number of fixtures sold. It is also interesting to note that this added business was developed under what might have been considered unfavorable conditions in the lighting industry. Also it is fair to point out that whereas the NEMA group absorbed the entire cost of the market survey, the local industry group in Indianapolis contributed nearly half the cost of the actual test city project. Though this was purely a voluntary action on the part of the local industry group in Indianapolis, it was felt closer cooperation would be assured from the local group if some of their money was in the pot.

The project manager in Indianapolis was a good man who worked hard and was very interested in the campaign's success. It is likely he was a higher priced man than would be justified on such work in a normal Electric League operation. The important thing is to get a fellow who is enthusiastic, who commands the respect of the trade, and who can be trained to do the job in a reasonable length of time. By all means, the man should have some promotional and, if possible, some lighting background or education. Since he might occasionally have to speak before business trade groups, it would also be well if he had some public speaking background.

Success of EEI Promotional Material

The direct mail promotional material used was prepared by the Edison Electric Institute and apparently was fairly successful. Any good promotional material could be used, provided it is not expected to do the actual selling. Though the direct mail material may break the ice, it should not be relied upon to get orders or to make up the mind of the customer toward a favorable decision on a Planned Lighting installation.

We have told you what we've learned as a result of the test project in Indianapolis . . . now for our recommendations.

To recap for a moment, the NEMA Industrial and Commercial Lighting Equipment Section undertook the market survey project and the test city project in Indianapolis to determine two fundamental things: first, what is the

market for lighting equipment, and second, how much lighting equipment can be sold under forced stimulation by a local industry group. Using the information available to you from our market survey project, you can determine fairly accurately the market potential for your own particular community. The Indianapolis market survey will also tell you such important information as footcandle levels in various types of establishments, who are the important buying influences in industrial and commercial lighting, and where fixtures are finally purchased. There is much other important information in the market survey and all yours to use, and it is assumed that as the scope of your operation grows larger in a Planned Lighting program, you will find more and more useful data in the market survey. Keep in mind when going over the findings of the survey that it was made on a strictly factual basis by an outstanding market research organization. The survey was meant to and does uncover facts about the lighting market. The survey was not made by someone trying to sell fixtures or lamps or equipment of any kind. The survey was based on the best known methods of market research in existence at the time. What we are trying to say is that the Indianapolis market survey conducted by the market research organization for the NEMA Section can be considered to be as factual and impartial as we were able to secure. When you use the information in the survey, you can be sure it is reliable, valid and entirely without bias.

We recommend, therefore, that in setting up a Planned Lighting program for your community you first gather your industry group together and become thoroughly familiar with the findings in the Indianapolis market survey.

Educational Program

We recommend that in putting into effect your Planned Lighting program you place first on your list the educational program directed initially to electrical contractors, next to architects and engineers, then wholesalers' salesmen, and manufacturers' representatives.

We recommend that in setting up your industry team to operate your Planned Lighting program you be sure to include leaders from each interested group. The Electric League, the utility company, electrical contractors' representatives, manufacturers' representatives, electrical wholesaler-distributor representatives, architects and engineers. What we mean is that every group that is an important factor should be represented on the steering committee of the program.

Advice on Promotional Methods

We recommend that in operating your program the Planned Lighting material, as prepared by the Edison Electric Institute, be used in the promotional effort. Inquiries gained through the promotional material should be followed up by personal calls; otherwise don't waste money on the direct mail.

We recommend you think twice before deciding to run any kind of prize contest. If you do run one, run it off in 60 days and in not more than a 90-day period.

We recommend that if you can't get the electrical contractors and the wholesalers' salesmen "steamed up" about your Planned Lighting contest, don't have one. These two groups of men can make or break a Planned Lighting program, and it is on their support and cooperation you will have to rely if you want to be successful.

Favorable Economic Climate

We recommend that when you believe the economic climate is favorable, consider a Planned Lighting program for your community. As has been indicated in this discussion, not only is the market huge but we believe the test city project conducted at Indianapolis has definitely laid down guideposts which, if intelligently followed, can lead only to success. The NEMA Section is convinced that the benefits from this project were way beyond the effort, and all connected profited. Because each new Planned Lighting installation involved better lighting intensities, it meant that the power company benefited every time anyone else benefited and, therefore, received the greatest overall benefit. One thing is sure: we believe it would be to your best interests to conduct a continuous program of education—education in selling and planning good lighting—education directed to the electrical contractor, to each and every electrical contractor in your community. It is impossible to forecast the tremendous benefits that will accrue to your company when the pay-off comes as a result of the program of education you have in effect for the electrical contractors in your community. Once you've established the integrity of your lighting department with the electrical contractors in your community to the point where they keep coming to you for lighting advice and assistance, you'll have come a long way. Again, when the contractors in your town think in terms of selling the kind of a Planned Lighting installation you show in your plans to customers and not try to hack it to pieces, you have passed an important milestone.

The job was done in Indianapolis . . . the record shows what was ventured and what was accomplished. A blueprint of action that was successful has been laid down. "The handwriting is on the wall" for you and the people engaged in the lighting industry in your town to see clearly.

Alex Dow Awards

ANNUAL awards for outstanding achievement and merit were presented to five Detroit Edison Co. employees at a banquet held in the Hotel Statler on March 30. The awards, established in 1946 in honor of the late Alex Dow, electric industry pioneer who first headed the company, were presented by James W. Parker, Edison president.

Winners were John J. Winkel, power plant employee; Willard P. Hall, Jr., overhead lineman; E. Devere Cowles, business machine technician; Glen Coley, metallurgist; and Paul Murphy, Jr., engineer. Each received a citation, a gold lapel pin, an engraved watch, and five shares of Detroit Edison stock.

Mr. Winkel was honored for rescuing two boat crewmen who fell overboard from the coaler Sinaloa as the vessel was putting out from Edison's Marysville docks one day last June.

Mr. Hall was cited for saving the life of a fellow lineman by applying prompt resuscitation and first-aid treatment after his companion suffered electric shock and fell from a pole.

Mr. Cowles was honored for making electronic improvements to billing machines, which have been widely used.

Messrs. Coley and Murphy received their awards for joint work on improvement of boilers. They developed an air-moistening device which reduces the slag or dust that gathers on the tubes of stoker-fired boilers.

Enterprising Employees Do the Talking

Washington Water Power Tackles an Old Problem With a New Approach

By Kimball Jack

Advertising and Publicity Manager, Washington Water Power Company

THE Washington Water Power Company, Spokane, Washington, with 1200 employees on the payroll, has by this time tested and reaffirmed an old saw which states that "an inch is better than an empty mile." This need not be a paradox when applied to the effectiveness of present-day employee communication methods. Better is it to reach a few people with the story of our economic system than to make no effort at all. Progress is a relative thing. It involves effort toward a goal. Hence, The Washington Water Power has achieved one of the difficult steps in building a community program of any kind, which is to get started.

Employee and Civic Group Meetings

After only sixty days or so, The WWP Co., in addition to regular "better service" activities, has already generated sufficient enthusiasm to hold 55 meetings with company employees regarding our business system and another 67 information meetings with various outside business and civic groups in the service area. That's a total of 122 information classes in two months for the sole purpose of learning about our economic system. What's more, like simple cell division, the program appears sufficiently healthy to further multiply an important challenge to others.

A Homely Attempt

"Our story of private enterprise is now under way in at least a dozen communities," states Kinsey Robinson, President. "It is a homely attempt on the part of company employees to get the workers in other plants and industries throughout the area to think constructively for themselves. Most managers agree that the workers in department stores, factories, and mills should understand what makes our economic system tick. The only problem that remains, how can the job best be done?"

Kinsey Robinson has never compromised with doubt when it comes to giving new ideas a try. Having faced the nation's most powerful forces attempting to socialize the electric industry, he has repeatedly stated that if a better way of doing the job can be found, the company within 24 hours may expect to revise both thinking and operations. So when experts in the field of employee relations questioned the nation's communication methods, and after employee polls demonstrated that in spite of years of presumptive effort workers still misunderstood the facts about our economy, WWP Co. officials advanced the belief that it was time to tackle the river with a new line. It was employees who did the tackling.

Now be it understood that employees of The Washington Water Power Company, like employees in other industries, no doubt, are basically sound in their feelings about private enterprise. Most employees view the soap-box boys with suspicion. They doubt that the flowers of civilization—poverty and unemployment—are created by the business system, that a bunch of millionaires gobble most of their earnings. A majority are quite happy with working conditions, and yet this fact remains: because bulletin boards have been too brief, lectures too detached, pamphlets too lifeless, many sound employees remain uninformed and quite helpless when it comes to defending their viewpoint.

Employees with high I.Q. often do not care to spend leisure time reading about profit and loss. Employees with minimum capacity for abstraction cannot understand most educational literature. Therefore, it seems wishful thinking to assume that employees read business pamphlets and other lowly brethren in print merely because such items are available. The company discovered that literature at hand was often lethal and dull. Pamphlets too often talk about national totals in distribution, profits, wages and investments, all impressive to the statistician, but chilling nonetheless to boys besieged with golf and the "gal with bedroom eyes."

Even paragraphs dropped verbatim into the breezy columns of the house organ to snuggle like Hedy Lamarr against a bowling story fared little better. Only one in three employees, according to readership polls, nibbled at the bait. Nor did it help much in recent years, WWP Co. officials found, when educational leaflets included a cartoon or two to catch the worker's eye. This substitute fares poorly when up against lurid tales of sex, murder, and intrigue found at the newsstand.

Distasteful Economic Beverage

Here a rude question pops its head. We apologize for it in advance. Why should employees thirst for the distasteful economic beverage anyway? Some walked out of school at the tender age of fifteen because "larning was distasteful." Why presume that joining the ranks of utility workers automatically explodes a slumbering lust for banking, investments, and trusts? Only a tenth of the population ever paddled upstream to higher learning. Concentration, penetration, remembering will forever be hard work.

Paper and Colored Ink

"So we spend precious dollars for slick paper and colored ink," said someone. "We bring employees into comfortable quarters to hear academic data jet-propelled; and all that comes out of either method is employee criticism and indifference." Then, adding insult to injury, now and then allies on the executive level write snooty prose to ask, "Is anybody listening?" or rugged opponents of capitalism express a viewpoint couched in swilly satire to say that employees of private industry are gagged and forced to listen to economic blabber-blabber or lose their jobs.

Business insists upon talking about itself, suggests the psychologist wisely. Perhaps it is the employee who should do the talking.

Glancing from their window of dismay, WWP Co. officials concluded that employees will never substitute for the filing cabinet where facts are dropped behind alphabet guides for future use. Employee interest in economic education must somehow be first aroused by intimate appeal. After that, with an eye to individual needs, the learning process is effective only in proportion to employee experiences related to the subject at hand.

Let Employees Educate Themselves

To start the company's new series of employee information classes, key supervisors from every department and division were called in to participate in what would become standard presentation. Supervisors were reminded that regardless of fun and firecrackers bestowed upon mankind by do-gooders, the promoters of socialism were heading this nation into a dark, rough night. The open boasting of socialist leaders should warn everyone. Progress of fellow travelers on the road ahead was documented. In this first meeting, too, supervisors were given the results of employee polls regarding employee understanding of our economic system. Results were not flattering.

"This year," said company officials, "we propose as an experiment to let employees educate themselves. Once each month we will have a panel discussion relating to private enterprise. After the panel discussion, a slide story of our economic system will be presented by employees. After that, someone may refresh employee minds regarding facts about our own company. When this part of the program is ended, pamphlets may be distributed to help still other employees who may be called upon to talk in next month's panel."

"Is that all?" asked an employee, sensing responsibility.

The Big Job

"That is only the start," replied company officials. "For the big job we propose a contest to see which employee can take this same story of our business system to the greatest number of employees in outside firms. That is the big job."

As could be expected, some supervisors were fearful of any program which invited employees to stick out their necks full-length and spout ideas. Panel discussions were compared to the opening of Pandora's box. It was said that employees were bound to get out of hand. Thirty-odd panels each month with 150 different employees participating was nothing to snicker at. "Look what happened twenty years back when a union member turned cannibal and ate the ears off a department head!" someone warned.

Then with some preparation the model panel discussion was held. Others followed. But nothing explosive happened. Employees did not stab at the pension plan, at health insurance, or the wage scale. Assigned to specific subjects each month, with attention riveted to half a dozen supporting questions, panel members had little time for mental straying. Following are a few of the over-all topics discussed by 150 employees through the five-member panel boards:

Is government in business a step toward socialism? Which system of government is most wasteful—capitalism or socialism? Is private business more wasteful than government? What actually has made America prosperous? Should one company department be responsible for all company public relations? How far should employees go in taking the story of our economic system to employees in other firms?

Program a Success

The program caught fire at once. Employees liked it. Panel participation stimulated general interest in the subject. Soon tongues were wagging like a lamb's tail at feeding time, and incidentally, employees' minds were starting to think. Pamphlets relating to business, once discarded, were sought for careful reading. Employees often exhibited greater courage, more zest, keener willingness than department heads down the line. Time spent in panel discussions was definitely not wasted.

The colored slide story of our economic system that followed panel discussion merely emphasized facts and figures and crystallized audience conclusions. Simple in preparation, the 68 slides made serious effort to capture employee viewpoint. The stenographer, the mill hand, the mechanic were all identified. Pointing out that sixty million American workers compete in a great game to provide goods and services better than somebody else in hope of reward, employees in the audience were reminded that any man may start his own business venture if he so desires. "Suppose, for example," read the slides, "an idea comes to you. Suppose you can make a 'red-hot teaspoon.' The consumer needs only to press a button on the spoon handle and zowie!—a red-hot teaspoon! Now you want to go into business. What are you up against?"

Creating an Enterprise

Capital, labor, materials, tools, a good manager, etc., are listed as requisites. Cheerfully the audience goes into business just like that. Then such questions are proposed as will the new business survive or fail? Is it to be expected that social planners will point to greed and slave labor? Will this new product add to the wealth of the nation? What is wealth? How about taxes? In what way will the manager be benefited should government use tax money to build a competing business? These and other questions are answered with factual data gleaned from business literature. Thinking is easy. Employees have secretly dreamed of creating such enterprises.

When it comes time for the local manager to recall how the company started—a mere idea—when tax problems, profits, the firm's contribution to employee security, and the social and economic wealth of the community are discussed, questions are usually invited from the floor. Questions give the audience the sense of participation, though such expressions are seldom serious. Now and then a haymaker is handed the discussion leader, but rather than take the time, such questions are referred to the private office next day.

Now came the problem of carrying this same formula to employees in other firms. Solution to this stumper was given when 150 employees again in thirty-odd panel discussions told how they personally would and could get the job done. It was agreed that a model "hour of learning" should first be presented to the Chamber of Commerce in each community.

Timidity and Skepticism

But again, some business leaders were fearful. In spite of the fact that a dozen or so of the more courageous in the Chamber of Commerce preview signed up immediately for employee meetings, other businessmen shook skeptical heads. Some of the more timid pointed to the fact that their employees in a lumber mill or construction outfit were CIO—

tough and ready. Others commented that socialism is a slumbering giant, and why wake it up? Or they considered that employees, working as all do in our economic system, surely must understand it.

But once induced to call a meeting of employees, and after the panel was held and the slide story shown, apprehension gave way to broad smiles. Here a lumberjack with ruffled hair made the naive observation that capitalism wastes materials now and then, but communism deliberately wastes human life. Over there a pond foreman chuckled and said that he was getting his share of America's wealth as fast as he could buy it. Except for minor differences, these hardy workers were practical, observing, understanding. Almost invariably they defended their business system and knowingly they would not trade it for another.

A Dozen Years Too Late

"We have started this program a dozen years too late," commented an automobile dealer. "To know the story of profits and investment is as important as knowing how to grind valves." Said a Federal employee, "The slides criticize government, but I have no complaint. The truth should be told."

To give an idea as to community participation, slides and panel were reported in an Idaho town of several thousand population as follows:

High school teachers
Chamber of Commerce
Five and Ten Cent store
Automobile dealer
A creamery
Employees of the City
Three lumber mills
Two movie theatres
Central Labor Council
Kiwanis
Rotary
Grange chapter
Parent-Teachers' associations
General contractor
Soroptomists
A bank
Electrical manufacturer

Booking the Program

Various WWP Co. employees contributed to the booking of the program. One employee used his own projector about town. A lineman made arrangements with the labor council. A salesman arranged for two showings with a city mayor. A cashier made contact to reach 158 members of P.T.A. In Spokane the Chamber of Commerce volunteered to promote the program.

"It is usually the case," comments Mr. Robinson, "that a few employees do most of this special work, and they have made an excellent start. Still, we are equally pleased with other activities carried on by the entire WWP Co. organization to make favorable contacts with customers, neighbors and friends."

For during that same period of sixty days wherein 122 panel discussions and slide showings were achieved, company employees accomplished the following:

Fifty-two talks on subject of free enterprise, plus 142 employee talks on general subjects; 87 window displays in company stores featuring civic projects; 3,086 personal greeting cards mailed; 3,721 pieces of literature distributed by hand; plus 193 film showings; 1,453 newcomers receiving routine calls, plus 170 given neighborly visits; 10,489 deliberate good deeds to customers in need; 205 employee participants in youth projects; 70 participants in community health, 88 in education, 64 in city beautification, 39 for new industries, 51 for good government, and 121 chalked up in accident prevention and first aid.

"This effort by Water Power employees is only a start," says Kinsey Robinson. "America has 60,000,000 workers who should have a sympathetic understanding of factors that have made America great."

EEI Can Help You

(*Continued from page* 109)

tivity have definite, certain value to the participants.

Are your people fully informed on what working tools are available through this association: Sales Training, Planned Lighting, All-Electric Kitchens, the Range of the Stars, Industrial Electrification, Farm Electrical Equipment Handbook, Commercial Cooking Program, Electrical Living, Running Water, School Lighting Educational Program, television literature, the over 300 items of promotional material for use in all four major markets. Over a million dollars has been invested in these programs.

These syndicated sales aids are not only economically priced but are prepared with the pooled talent and brains of the experts of the industry. Their successful use has proven their worth. These are tools prepared for your use to aid you in doing a better job—prepared by your own and other employees of the utility industry.

I am sure there will be a feeling of satisfaction as you leave this 17th Edison Electric Institute Sales Conference with some portion of the information you have been seeking—of course, not all the answers, but at least a better understanding of today's business situation in our industry and perhaps the solutions for some of your problems. New circumstances, new problems will spring up each day and I can only repeat again the value of keeping informed in every possible way. Foresight will pay big dividends, and foresight will favor the men who keep best informed through knowledge of EEI programs, sales aids, and reports. Don't let that pile on your desk bury the information that should be promptly distributed to your subordinates.

Keep informed in every possible way, through committee participation and activities, and in return for the time and expense your people and your company contribute in committee activity, you will earn dividends of useful, practical ideas, tested and tried by the experience of others.

Today's uncertain conditions may continue well into the future, with no early solutions available. Reevaluate your conventional activities to make certain that they are timely and productive. Keep your programs flexible, for tomorrow may bring sudden changes. Industry publications will give you current information to help you, and we will try to make the Sales Planner of greater and greater value to you.

Regardless of national developments, I am confident that we and our industry will go forward to greater records and greater progress. In keeping with the tempo of the times we chose as a slogan and theme for this Conference: *"Electrify—for Greater Production—for Better Living."* And so we close with that admonition.

Protection of Vital Records Under Emergency Conditions

Joint Report of the AGA-EEI Subcommittees on Preservation and Destruction of Records

BOMBING and sabotage attacks on this country are a possibility in the present national emergency. This fact underlined the urgent need for utility company management to adopt effective measures to protect current and irreplaceable vital records.

Present regulatory records preservation schedules provide for peacetime or normal operation needs, in that they require preservation of the original record for definite periods of time, or in certain cases its equivalent. Existing international conditions, however, require provisions for the replacement of certain original corporate and operating records, normally permanently retained, that would be essential to restore operations in the event of their destruction.

Measuring Effectiveness

Effectiveness of the emergency records protection program for each company can be measured when answers to the following four questions are supplied:

1. Why and When to Protect?
2. What Records to Protect?
3. How to Protect?
4. Where to Protect?

This report considers possible answers to these questions as they might apply to any utility company. In addition, a schedule is included of representative records considered to be in the irreplaceable vital class that requires extraordinary protection, together with suggested further interim protective measures.

The most feasible and practical method for the selection of the basic and vital records to be included in an extraordinary program should rest with each department assuming responsibility for such selection, subject to top management review. Several companies are using a coordinator in this work. His first task is to coordinate the records program between the various departments of the utility, and secondly, to tie it in with other defense requirements of the company, such as the dispersion of personnel, etc. A realistic approach should be used, based on the minimum requirements needed to re-establish operations in the event of record destruction. Guiding principles should rest primarily on practical, direct, and common-sense points of view. See Schedule I for illustrated and suggested survey form.

Why and When to Protect

Obviously, not much more need be said here under the heading of "Why Protect." Certainly with the nation operating under the possibility of bombing or sabotage, the protection of a company's basic corporate and operating records rates a top priority in any defense program. Consequently, utility management should act speedily and adequately at this time to formulate measures of protection for absolutely vital records. Likewise, "When to Protect" speaks for itself. It is also obvious that now is the time for each company to plan, decide, and act in a practical manner on what is to be done and how far it should go in the protection of its vital records. Needless to say, the current basic records that are absolutely necessary to the continued operation of the company should be determined and protected immediately. This stand is justified simply as a matter of insurance. Most basic records falling in the vital category should be given adequate protection in peacetime. While emphasis is presently directed to the possibility of destruction by bombing or sabotage, the proposed program will afford protection against the prevalent normal hazards of fire, flood, etc. Thus, steps taken for wartime protection may well affect peacetime protection.

What Records to Protect

What are a company's vital and irreplaceable current basic records? This is without a doubt the most complex and important factor in a company's development of an over-all emergency program. Herein lies the need for effective research, study, development, and the use of good judgment, especially since no previous pattern or procedure is available from without or within the industry for guidance. A well-balanced program should be striven for, keeping in mind that in an undertaking of this kind it is just as serious to under-protect as it is costly and impractical to over-protect. The protection of less essential records and the failure to protect records that are vital are both conditions to be carefully guarded against.

As a guiding principle, it is suggested that top-level, current basic records requiring replacement in as short a time as possible in the event of destruction be selected, based upon the need of such records to permit the continuance of operations and service to customers. It is believed that it is from this viewpoint that a company can best determine its most vital current records to be protected or duplicated.

A Typical List of Records

A typical list of records falling in this first category certainly should include such basic records as maps and station drawings, general and subsidiary ledgers, capital stock and related records, corporate minute books, plant and construction ledgers, franchises, land deeds, special contracts, rights-of-way and records of similar nature.

Records not included in the top-level group of records need no extraordinary protective measures. While there are numerous relatively important records of a statistical and historical nature, the usable value of these records is such that their inclusion under this extraordinary preservation program is not believed justified. Naturally, each company should give consideration to the security afforded by presently having duplicate copies of records housed at scattered locations. Likewise, companies having all operations centered in one location and

SCHEDULE I

Page:

SURVEY TO DETERMINE SUGGESTED METHOD OF PROTECTION AGAINST DESTRUCTION OF RECORDS

Record: Continuing Property Record (Ledger Records and Controls)

No. of Documents: 200,000 **Printed Front & Back: 50%** **Covering Period From: * To:**

Department: Plant Accounting **Retention Period: Permanent**

Location of Record: Kanawha Valley Bldg. **How Housed: Fireproof Vault**

No. of Duplicate Copies Available: None **Where Filed:**

Approx. No. of Documents per Annum: 2,000 **Size of Document: 11 x 17**

Effect on Operations if Destroyed: No record of inventory and original cost of property as required for rate, insurance, financing and other property valuation purposes. Assuming work papers were not destroyed, the record would be extremely costly to reconstruct.

Recommended Protective Measures: Microfilm records at specified date. To enable perpetuating microfilmed record, transfer copy of work order cost statements, showing property installed and removed with related cost, to another location. Plan on microfilming record annually, at which time previous microfilm, copies of work order completion reports, etc. for previous year, may be destroyed.

Microfilm [X] Other:

Prepared by ABC

Reviewed by DEF

Approved by HJK
Department Head or Manager

Approved by
Group Management

* All plant existing on 1-1-40, and all additions and retirements to December 31, 1949.

SCHEDULE II

TYPICAL LIST OF RECORDS CONSIDERED IRREPLACEABLE AND REQUIRING EXTRAORDINARY PROTECTION BY MICROFILMING OR OTHER PHOTOGRAPHY SUCH AS BLUE PRINTS, PHOTOSTATS, ETC. THE SUGGESTED TYPICAL INTERIM PROTECTION IS ALSO SHOWN

DESCRIPTION OF RECORD	INTERIM PROTECTION
I. PRODUCTION, TRANSMISSION, GEOLOGICAL, UNDERGROUND STORAGE, ETC.	
Well Logs Showing Geological Formation and Pipe Record	Microfilm annually logs for new wells drilled after initial protection.
Summary of Underground Storage Well Operations	None as information is presently duplicated in Field Offices.
Right of Way Easements and Land Deeds	Store photostats currently of new contracts taken after initial protection.
II. ENGINEERING DEPARTMENT	
Inventory and Farm Maps and Station Drawings	Store copy of Work Order or map changes.
III. PLANT ACCOUNTING DEPARTMENT	
Continuing Property or Unit of Property Records	Store copy of Work Order Completion Reports or equivalent, showing physical quantities and costs; also, listings if available of charges and credits to Work Orders.
Construction or Retirement Work in Progress Ledgers	
Meter History, Service Line or Other Similar Records	
IV. EMPLOYEE RELATIONS AND PAYROLL DEPARTMENT	
Retirement Income, Hospitalization, Life Insurance Records, and Employees' History Records	Store copy of Payroll Change Reports showing all employments, terminations, wage increases, etc.
Employees' Earnings Records	Store copy of payroll check register showing earnings, deductions, check numbers, etc.
V. GENERAL ACCOUNTING DEPARTMENT	
Stored Gas and Stored Gas for Current Delivery Ledgers	Store copy of monthly Gas Stored and Withdrawn from Storage Report.
Contributions in Aid of Construction Ledgers	Store monthly listing of all entries.
Customers' Advances for Construction Ledgers	Store listing of monthly activity
Depreciation and Depletion Reserve Ledgers	Store listing of monthly activity.
Unclaimed Items Files (Checks, Customers' Deposits, etc.)	Store listing of monthly activity.
VI. CUSTOMERS ACCOUNTING DEPARTMENT	
Appliance Accounts Receivable Ledger	Store installment sales agreements and all posting media currently.
Customers' Service Deposit Ledger	Store detailed monthly reports.
VII. TREASURY DEPARTMENT	
Cash Books	Store copy of Bank Reconciliation for Drawing Accounts, including check number and date and amount of outstanding checks.
Paid Cancelled Checks	None between dates of microfilming.
VIII. LAND DEPARTMENT	
Oil and Gas Leases and Land Deeds	Store copies of current leases and supplemental papers.
Rental, Royalty and Cost of Leasing Ledgers	Store periodic mailing list of all payees.
Acreage, Cost, Rental and Royalty Control	Store copy of Lease Register showing daily transactions and copy of periodic trial balances.
Abstracts of Title	Store copy of new abstracts.
IX. LEGAL AND CORPORATE RECORDS	
Corporate Minutes	Store copy of minutes currently.
Contracts	Store copy currently.
Documental or Corporate Files	Store copy of important documents currently.
Stockholders' Ledger Records	Store copy of daily Stockholders' Transfer Sheets.
X. TAX DEPARTMENT	
Federal Income Tax Return Work Papers and Schedules	None between dates of microfilming or photostating.

Note: The method and frequency of microfilming or otherwise duplicating each record must be determined by each company, taking into consideration the size and volume of the record, relative importance of current changes, etc.

without remote or scattered offices might avail themselves of this method of protection by the dispersion of copies for storage to carefully selected locations.

It is recognized that there are certain voluminous, detailed, and very important records, such as certain customers accounting and material and stores records, that, regardless of their importance and the desirability to afford protection, are considered to be impractical of duplication. This conclusion was reached after considering the constant state of change to which such records are subject from day to day. Any attempt to duplicate interim posting media is not only unwieldy but time-consuming and carries with it prohibitive costs.

Preclusion of the outright duplication of these important voluminous records does not indicate that other effective and protective measures should not be planned for their preservation. An illustration in the customer activities or accounts receivable group of records is periodic listings of customers, as well as sending cycle balance data and the monthly sales registers or their equivalent to remote storage points. With these records, current meter-reading books could quickly be reproduced, as well as customers ledger records.

In the collection areas, cash coupons, as well as other pertinent interim accounting data, might be currently stored in a location other than the point of immediate use. Some companies have already provided for this method by inter-company location filing on a daily basis utilizing existing offices, or by the establishing of remote storage locations for this purpose. Other companies have seen fit to microfilm cash receipts daily. Others have expressed the opinion that as a last resort in the event of loss of cash stubs, the proof of past payments would, to a large degree, rest with the customer.

As to materials and supplies, companies with centralized accounting have

SCHEDULE III

TYPICAL LIST OF RECORDS OR COPIES OF RECORDS TO BE SENT CURRENTLY TO DESIGNATED LOCATIONS FOR SAFE-KEEPING. THESE ITEMS ARE IN ADDITION TO THOSE LISTED UNDER INTERIM PROTECTION ON SCHEDULE II.

GENERAL ACCOUNTING DEPARTMENT

(a) Detailed monthly trial balances and listings of General, Auxiliary & Subsidiary Ledgers (ledgers not microfilmed monthly). These detailed trial balances and listings should be in sufficient detail to enable reopening the books and records of the Company.

(b) Monthly trial balance, by budget and work order numbers, of construction and retirement work in progress, etc.

(c) Financial Statements, Annual Reports, S. E. C. Applications, Original Cost Reports, Orders Issued by Regulatory Commissions, and other important documents of similar nature.

(d) Manuals of Accounting Procedures.

(e) Accounts Payable lists or equivalent, showing names, amounts, and check numbers.

CUSTOMERS ACCOUNTING DEPARTMENT

(a) Periodic listing of customers for locations considered vulnerable to bombing.

(b) Sales Registers or their equivalent.

(c) Accounts Receivable Cycle Balance.

(d) Manuals of Accounting Procedures.

TABULATING DEPARTMENT

(a) Photostat copy of tabulating machine board wiring diagrams for billing, general accounting, etc.

(b) Code books showing conversion from manual to tabulating with an explanation of Code Numbers.

TREASURY DEPARTMENT

(a) Daily cash or other periodic cash reports for drawing accounts.

(b) Daily check register of General and Disbursement Accounts.

available monthly reports showing quantities and prices. Companies not having such reports could resort to an inventory and estimated prices to re-establish inventory values and to determine losses.

Companies operating in metropolitan areas must give weight to the concentration of large volume records at a central location. Companies with customers accounting locations spread over a wide territory and with decentralized accounting possibly should give this factor different weight as compared to the metropolitan companies. It should not be inferred that a company with decentralized operations may not need to provide protection for certain of its locations, since such locations may be just as vulnerable to disaster hazards, or more so, than central metropolitan locations.

Protection for general and subsidiary ledgers may be provided on a current basis by remotely storing monthly trial balances. This eliminates the need for the duplication currently of the ledgers themselves.

Companies utilizing tabulating equipment should give consideration to the filing of photostatic copies of plug board diagrams for both customers and general accounting at a remote location.

It is also considered advisable to store a copy of code books or manuals showing conversion from manual to mechanized operations, together with an explanation of code numbers, etc.

Further, it is desirable to arrange work agreements between neighboring utilities (having similar accounting equipment) for carrying on operations should one or the other be bombed.

Records to protect are those that are irreplaceable or extremely costly to replace and which are essential for the continuation of operations. For a representative list of such top-level records requiring protection, see Schedule II. It is believed that protection for records of this class need not go beyond what a prudent preservation policy would provide.

Interim records between established periodic microfilming dates (e.g., property and plant cost records, etc.), necessary to bring up to date basic top-level records, need careful consideration. Reference may be made to Schedules II and III for a list of typical interim records referred to at this point.

How to Protect Records

The term, "How to Protect," covers the best means of protection, which may consist of photostats, microfilming or other photography, carbon copies, tabulating cards, etc., and does not refer exclusively to any particular type of facility to be employed. Generally these means are (a) photographs or duplicates of certain records and the remote storage of the copy together with related interim accounting data; (b) protection of others by remote storage of current trial balances; (c) protection of voluminous top-level detailed records by the current or periodical storage of sufficient basic underlying information to provide the reasonable reconstruction of essential information.

How Frequently to Photograph

A major question which looms under "How to Protect" is "how frequently to photograph" the top-level records. Here again each company must decide for itself the rate of frequency, which generally will be governed by the cost of reproduction as compared with the cost of handling the storage of interim accounting data between duplication dates. Another important factor is the volume of accumulated interim accounting data.

Similarly, along with this protection, necessary interim posting data for each top-level record should be determined and schedules set up and made effective for its delivery and turnover in safe storage. For the voluminous detailed records, schedules should likewise be prepared and arrangements made to place the plan in operation, either immediately or as international conditions justify.

The inter-filing or transfer of voluminous detailed supporting data between offices and similar measures of protection for such records is another emergency safeguard which might be utilized during the period of an emergency.

Microfilming

The best way to protect and perpetuate the records falling in (a) groups of Schedule III appears to be microfilming. A wide selection of microfilming equipment is to be had and care should be taken to select the type most adaptable to your problem. Whether to purchase, rent, or contract for such service should be decided by each company. How best to handle the processing of the film needs likewise be determined. Some companies, especially those engaged in their own printing, will no doubt do their own, while others will let a microfilming firm do theirs. The important thing here, of course, is to have the film processed currently, and, most importantly, carefully inspected to insure the adequacy of the photography and to insure the ability to subsequently reproduce a satisfactory record, if and when needed.

Mechanical equipment is available to enlarge and reproduce on a mass production basis from the microfilm to sensitized photographic paper. However, the

element of cost is of important consideration here, since the photographic paper is costly and of relatively short life.

Proper Indexing

The proper indexing of all records and film and the insertion of index and other flash cards is very important and must be carefully considered. A detailed microfilming procedure which has been developed by a company in the industry and is considered to be adequate is available upon request to the Edison Electric Institute, 420 Lexington Ave., New York 17, N. Y.

The means of protecting other records through existing or prepared duplicates or carbon copies, as well as the storing of trial balances or detailed supporting posting information, is a common practice with most companies and needs no further comment here.

Since there is no fully desirable substitute for original records, adequate protection of important current original records should be enforced by the utilization of fire-resistant safes and files and vault space at headquarters offices. All-night protection should be given these records, as well as a plan developed for their fast removal to vaults, safes, etc., during the day in event of emergency.

Where to Protect Records

The answer to this section is fairly well implied or covered in the preceding sections. Each company will need to decide this issue in the light of its available remote locations. It has been found that normal storage conditions of temperature, humidity, cleanliness, and other care will generally cover the storing of microfilm and that no special equipment is needed. Bank vaults in outlying areas are being considered by some companies as the safest storage for the microfilm of the more important records. Such vaults should be investigated to be certain they are fireproof and free from flooding from broken water mains, etc.

Supervision of the emergency storage quarters should be effectively provided not only to control the uninterrupted flow of records to and from storage at specified intervals but to assure their efficient handling, segregation, and processing while in storage.

Conclusion

The following summarized steps are considered essential for a well-balanced protection program against the destruction of vital records by abnormal hazards.

1. Appoint an employee to coordinate the emergency protection of records program with the program for protection of plant and possible dispersion of personnel.

2. Have each department carefully evaluate its records, consideration to be given to the effect on future operations, should the records be destroyed. It is considered that only records essential for future operations should be included in the program.

3. Concentrate on offices which are located in cities considered of strategic importance. Many companies have decentralized local offices, and the great majority of these locations may be considered relatively secure.

4. Avoid microfilming or otherwise duplicating records which are presently duplicated and housed in offices sufficiently distant to provide reasonable protection.

5. Avoid duplicating records of historical or statistical nature which are normally preserved for auditing and reference purposes but have very little, if any, usable value to the company for future operations.

6. Recognize that there are large volume records, such as materials and supplies and certain customers accounting and collecting records, which are practically impossible to fully protect, and expect to incur certain losses, in the event of bombing and their destruction.

7. Carefully select the type of microfilming and related equipment considered best suited for the needs of the company, consideration to be given to the volume, type and size of the records to be photographed.

8. Store the film, readers, and enlarging and developing units in locations considered safe from attack and accessible when and if needed.

9. Remember that it is just as serious to under-protect as it is costly and impractical to over-protect.

This report of necessity is general in nature; yet it is the hope of the subcommittee that it is sufficiently detailed to supply assistance on a practical basis by crystallizing thinking and, in so doing, by focusing attention on the necessity for the protection of records in the event of disaster.

With no previous pattern available, divergent opinions naturally exist throughout the industry, not only as to the necessity for such a program, but also as to what course of action to pursue and what records require extraordinary protection. The subcommittee has attempted to recognize all of these factors and appreciates that companies operating in areas of strategic importance, with existing storage of varying types and under differing plans of operation, must of necessity develop varying points of view on a record preservation program. It has tried to set out some of these ideas in this report in a manner it believes to be effective and practical.

The subcommittee conceived its assignment to be that of channeling the best in current thinking on this problem to the industry for consideration of each company's own problem. If this has been accomplished, the subcommittee will feel well repaid for its efforts.

Sales Conference

(*Continued from page* 106)

man of the Television Committee, then presented a talk entitled "Utilities Look at Television—and Like It."

Concluding the morning session was an address, "Around the U. S. A. With Dealers," by T. L. Losby, Northern States Power Co., chairman of the Dealer Coordination Committee.

W. T. Clark, The Cleveland Electric Illuminating Co., chairman of the Electric Kitchen and Laundry Committee, offered a report on "Range of the Stars," as the first speaker of the afternoon session, which was presided over by T. G. Allan, West Penn Power Co., chairman of the Residential Lighting Committee. E. R. Taylor, vice president and sales manager, Hotpoint, Inc., Chicago, Ill., spoke on the topic, "Keeping Ahead of Competition," and H. A. Stroud, Monongahela Power Co., Fairmont, W. Va., chairman of the Better Light Better Sight Home Lighting Education Committee, discussed "Living with Light."

C. A. Stevens of the Public Service Electric and Gas Co., and J. R. Waters, Jr., of the Monongahela Power Co., discussing marketing programs for home lighting, delivered addresses entitled "Tell 'em, Show 'em, Sell 'em," and "Lighting Makes the Difference."

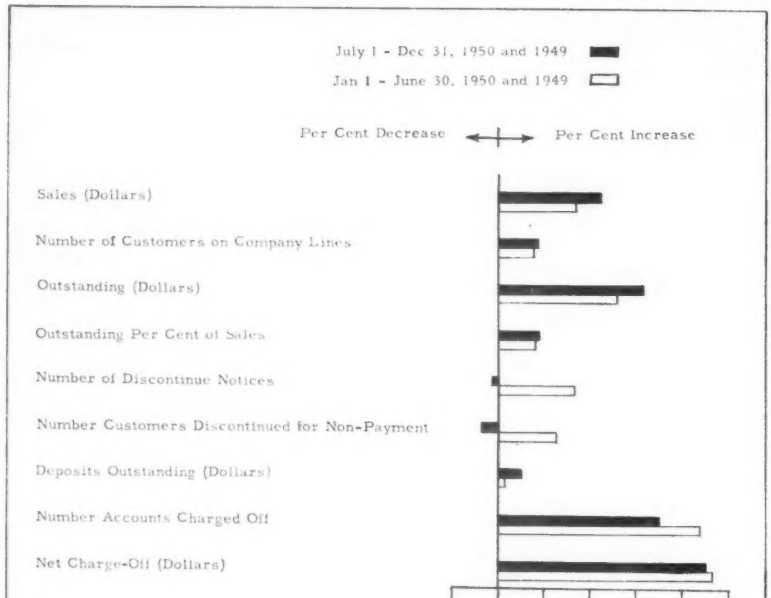
Concluding the day's activities was an address by R. W. Wilson, Kentucky Utilities Co., Inc., chairman of the Wiring and Specifications Committee, entitled "Adequate Wiring Programs that Have Worked."

Credit Picture Reveals Abnormal Increase in Net Charge-Off

Results of Survey Conducted Under Joint Supervision of the Credit and Collection Committees, EEI and AGA Accounting Divisions

FOR many years, the electric and gas industries have published the amount of their sales. The Credit Picture was established primarily for the purpose of giving the industries a picture of the success or failure in getting in the money for those sales. There are many angles and contributing factors to the whole picture, but since the net charge-off continues to increase at an abnormal rate, we shall focus our attention on this part of the picture in this issue.

The percentage of increase in sales for the last six months of 1950 over the same period for 1949 was 11.1 for the United States, while the increase for the first six months of 1950 over the same period for 1949 was 8.4. The rate of sales increase in each of the nine census regions was greater for the last six months of 1950 over 1949 than the first six months of 1950 over the same period for 1949. This, of course, is a healthy condition. The amount of outstanding, therefore, increased, while the percentage of increase in outstanding to sales remained fairly constant with the first six months for the country as a whole. In the Mid-Atlantic, West North Central, East South Central, and Mountain States, however, the rate of increase in the percentage of outstanding to sales was considerably above the average. Also, the increase in net charge-off was much greater in these areas. In the West North Central region, however, a single bankruptcy in one company was responsible for an exceptionally large loss. Omitting this case, the uncollectible bills increase for the area would be approximately 28 per cent, instead of 78.9 per cent.



U. S. Gas and Electric Industry Credit and Collection Experience

In looking at the percentage of increase in outstanding to sales and net

Reflection of the Credit and Collection Experience of the Gas and Electric Industries, July 1, 1950 to Dec. 31, 1950

Per Cent—Increase or Decrease Over Corresponding Period—1949

	New England	Mid-Atlantic	East North Cent.	West North Cent.	South Atlantic	East South Cent.	West South Cent.	Mountain States	Pacific States	United States Totals
Sales (Dollars)	9.3	8.0	14.4	10.1	12.7	12.3	9.1	12.1	10.7	11.1
Outstanding (Dollars)	11.0	17.2	13.0	20.1	15.5	32.6	16.1	27.5	12.9	15.8
Outstanding % of Sales	1.6	8.6	-1.2	9.0	2.6	18.0	6.3	13.7	2.0	4.3
No. Customers on Company Lines	2.1	2.0	3.6	3.1	7.5	8.1	4.4	6.9	5.7	4.2
No. Discontinuance Notices	-2.7	-10.7	-1.4	8.4	4.2	19.3	29.3	22.8	9.0	-0.5
No. Customers Discontinued for Non-Payment	-2.6	-14.1	-3.3	0.5	18.3	23.4	50.5	37.4	13.7	-1.7
Deposits Outstanding (Dollars)	-2.3	9.5	9.4	3.0	14.4	10.3	3.2	4.9	-1.8	2.6
No. Accounts Charged Off	-4.1	20.6	8.4	14.0	10.8	30.9	17.1	21.9	31.0	17.5
Net Charge-Off (Dollars)	-3.4	34.6	13.8	78.9	17.1	39.2	-2.2	30.1	18.2	22.5

charge-off for the Mid-Atlantic States, it might be suspected that the reduced number of discontinuance notices, customers turned off for non-payment, and amount of deposit outstanding are responsible for such increases. Any such inference is dispelled, however when you notice that the number of discontinuance notices, customers turned off for non-payment, and amount of deposit outstanding in the East South Central areas increased 19.3 per cent, 23.4 per cent and 10.3 per cent, respectively, while the per cent of outstanding to sales rose 18 per cent, and the net charge-off increased 39.2 per cent, both increases in per cent of outstanding to sales and net charge-off being greater than the rise in the Mid-Atlantic region.

Increase in Collection Activity

Attention is also directed to the apparent increase in collection activity in the Mountain States, which also show a considerable rise in uncollectible bills. You will note, too, that although the amount of sales and outstanding increased in New England, the number of discontinuance notices, customers turned off for non-payment, and deposit outstanding all dropped, and the net charge-off, instead of increasing, was reduced at a little greater pace than were credit and collection activities.

South Central Area

In the West South Central area the net charge-off was 2.2 per cent less than the 1949 period, while the number of discontinuance notices increased 29.3 per cent and the number of customers turned off for non-payment increased by 50.5 per cent. In examining the figures for the individual companies in the West South Central area, some companies which increased their notices, accounts turned off for non-payment and deposit outstanding indicated reduced losses, while other companies indicating increased credit and collection activities showed greater losses. For example: one company increased its notices from approximately 30,000 to 45,000, increased accounts turned off for non-payment from 1,300 to 2,400, and increased deposit outstanding from $423,000.00 to $460,000.00, but the amount charged off was increased from $2,700.00 to $4,500.00. Another company in reducing its losses from $54,000.00 to $50,000.00 increased its discontinuance notices from 13,000 to 21,000, accounts turned off for non-payment from 450 to 600, and deposit outstanding from $355,000.00 to $361,000.00.

Returning to the Mid-Atlantic States, where the figures for the region indicated relaxed credit and collection activity and increased losses, one company, which showed an increase of 13 per cent in the number of discontinuance notices and 8 per cent in the customers turned off for non-payment, had an increase in net charge-off of 61 per cent, while another company in the same area reported a reduction of 18 per cent in the number of discontinuance notices, 15 per cent in the number of customers turned off for non-payment, and an increase in net charge-off of 46 per cent.

It cannot be concluded, as we see it, that the continued increase in losses is due to a relaxation of credit and collection activities. There is evidently a healthy increase in the amount of sales; but whether or not the increases in losses from bad debts are correlated with regional tightening of money due to relatively poor economic conditions in certain areas cannot be stated positively, although it appears probable.

The picture indicates to us that the individual companies, particularly in certain areas, should look to their collections —not with a slam-bang approach of more turn-off notices, non-payment discontinuances, and increased deposits— but with a thorough and complete scientific analysis of the losses, so that the tightening of the strings can be made in the directions where it will mean reduced losses and continued good customer relations. In this connection, we suggest that credit and collection managers read the paper presented at the AGA Convention in Chicago, October, 1949, entitled "Let's Look at Mr. B.D." by O. B. Cook of the Customer Collections Committee.

There Is a Selling Job To Do

(*Continued from page* 108)

agencies concerned with creating public acceptancy of such new equipment.

Regardless of the fact that the Federal bureaus are using the national emergency as a cloak for their claim that a power shortage exists and as a means of forcing favorable action upon their request for appropriations with which to construct more unnecessary facilities, I am inclined to believe that the future of our industry is far from dark. More and more people are recognizing tax-free, government-subsidized power for what it is. The fact that the bureaucratic planners are entering other fields of endeavor means that complacency is giving way to active opposition on the part of the industries being invaded. Business and professional leaders who were led to believe that the socialization of the electric utility industry would have no influence upon them are beginning to realize that what seemed to be an attack upon our industry is, in fact, an attack upon all industry.

Maintain Sales Organizations

It is upon the realization that the public generally is becoming aroused to the danger of government in business that I base my optimism. The fact that we have gained allies does not mean that we can lessen our efforts. On the contrary, it should stimulate us to greater activity, and certainly our efforts cannot be redoubled unless we continue to be fortified with organizations trained to sell ideas as well as items. I urge you again, therefore, not to permit a deterioration of your sales organizations. If your sales training courses do not provide for keeping your sales staffs abreast with development within the industry, I hope you will inaugurate such training at the earliest possible moment. Every sales contact is an opportunity to tell our industry story and to expose the real purpose behind the creation of a super power system by Federal grants and subsidies.

Sell Democracy

In a recent talk before the Sales Executives Club of New York, Harold E. Stassen said, "American salesmanship, properly directed, should sell the peoples of the free nations on those basic principles of true democracy that have made America great." So long as the salesmen of this nation realize that a true democracy provides the only climate in which a free market can exist, I shall continue to be optimistic.

PERSONALS

GEORGE A. DONALD has been elected president of the Lake Superior District Power Co. to succeed WALTER J. HODGKINS, who was elected chairman of the board.

Mr. Donald, who has been a member of the board of directors since 1935, served as vice president from 1939 until he was named executive vice president in 1947.

A native of Ashland, Wis., Mr. Donald attended public school in that city and then enrolled in mechanical engineering at the University of Minnesota. He served two years in the United States Navy during World War I and joined the Lake Superior District Power Co. as a storekeeper in 1920. From 1926 to 1936 he was the general superintendent at Ishpeming, Michigan, for the Northern Division of the Michigan Gas and Electric Co., a subsidiary of Lake Superior District Power Co.

From 1938 to 1947, Mr. Donald was vice president and a director of the Michigan Gas and Electric Co., and from 1947 to 1950 he was executive vice president in addition to offices he held with the Lake Superior Co.

For a number of years he was also associated with the Albion Gas Light Co. and Copper District Power Co. as vice president and director.

J. G. AUSMAN has been appointed executive vice president of Southwestern Public Service Co. New vice president and operating manager of the company is H. O. HODSON.

Mr. Ausman, formerly vice president and operating manager, joined Southwestern Public Service in 1928. He became operating manager in 1944 and was elected a vice president in 1947. Mr. Hodson, who became associated with the Pecos Valley division of the company in 1938, has been chief engineer since 1941.

W. L. CHADWICK, engineering manager, and J. F. DAVENPORT, assistant vice president, Southern California Edison Co., have been elected vice presidents of the company.

Mr. Chadwick has been placed in charge of engineering and construction. Joining the company in 1922 as draftsman at Edison's Big Creek hydroelectric project in the High Sierra, he became

MR. DONALD

division manager there in 1924 and in 1928 moved to the general office in Los Angeles as transmission engineer. From 1931 to 1937 he was employed as engineer and senior engineer by the Metropolitan Water District. In 1937 he rejoined Edison as a civil engineer and was chief civil engineer prior to his appointment as manager of engineering.

Mr. Davenport has been with the company since 1926. He became hydro engineer in 1929, superintendent of hydroelectric generation in 1931, and after his appointment as superintendent of generation in 1937, he was made assistant manager of operation in 1940. After service with the Army Air Corps in World War II, he returned to Edison as an assistant vice president.

J. SHIRLEY GRACY, vice president of the Florida Power Corp., has been named to head the sales department. Continuing active supervision of personnel relations, Mr. Gracy will now also supervise and coordinate the functions of the residential, commercial, industrial, and community development departments.

ROBERT P. ANDREWS has been elected vice president of the Tide Water Power Co. Formerly new business manager of the company, he will now supervise industrial and agricultural development, merchandising, and all division managers. He has also served as assistant advertising manager, advertising manager, and merchandise manager with Tide Water.

Before joining the company in 1945, Mr. Andrews spent four years in the Navy and worked for the National Broadcasting Co.

COL. JOHN STILWELL, vice president of Consolidated Edison Co. of New York, Inc., has retired after 42 years of service with the company and its predecessors.

Colonel Stilwell has earned distinction in several varied fields. He is probably best known nationally as an earnest advocate of safety education in industry and has served as president of the American Museum of Safety, the Greater New York Safety Council, and the National Safety Council.

In the years that followed his first job with Consolidated Gas Co. as draftsman in 1909, Colonel Stilwell was responsible for the introduction in that company of modern punch-card payroll systems and the changeover from horse-drawn to motor transport. As Consolidated Edison vice president, his jurisdiction included the transportation, payroll, insurance, real estate and resuscitation departments. He has also been chairman of Consolidated Edison's Central Safety Committee since its inception in 1944.

Colonel Stilwell is a graduate of the Sheffield Scientific School at Yale University. During World War I he served with the 80th Division in the American Expeditionary Force and became assistant chief of staff of the 4th Army Corps.

ALBERT J. ALLEN, an expert in the electric meter field, has retired from active service as meter engineer for Consolidated Edison.

For 28 years, Mr. Allen has been a member, a subcommittee chairman, or chairman of the meter committees of the Edison Electric Institute and the Association of Edison Illuminating Companies. He was chairman of the editing committee and, in part, wrote the monumental fifth edition of the *Electrical Meterman's Handbook*, which covered the years between 1923 and 1940, a period of great advances in meter design.

Mr. Allen's first job was as office boy for Electrical Testing Laboratories. In 1902 he joined Brooklyn Edison Co. as meter tester's helper, and at night he studied the electric light and power business through International Correspondence Schools.

He joined the newly-formed New York State Public Service Commission in 1907, remaining 14 years, becoming chief inspector of electrical meters.

In 1921, he joined United Electric Light and Power Co. as superintendent of meter and test and after the Consolidated Edison mergers of 1936 became meter engineer of that company's electrical engineering department, which was concerned with both electric and gas meters.

Mr. Allen has also contributed to the development of steam meters, holds many patents, and has written numerous articles for technical publications. In 1950, he was elected a Fellow of the American Institute of Electrical Engineers.

HARVEY K. LESURE, general superintendent of the East River electric generating station of Consolidated Edison Co., has retired after more than 40 years in the railroad and utility business.

Mr. LeSure joined the Pennsylvania Railroad in 1910, working in both its New York and Philadelphia terminals, rising to assistant master mechanic. In 1920, he transferred to the maintenance of equipment department, serving as chief electrician, master mechanic, and superintendent of construction.

When Consolidated Edison took over the operation of the railroad's Long Island City station in 1939, Mr. LeSure transferred to Edison as that station's superintendent. Since then he has been assistant manager of system operation, and served as assistant and mechanical superintendent at Hell Gate generating station. He went to the East River plant in 1946 as head of plant operations.

He was graduated from Clark College in Worcester, Mass., where he specialized in mathematics and physics.

CHARLES J. ALLEN and EMIL J. AMBERG, vice presidents of The Connecticut Light and Power Co., have retired from the company.

Mr. Allen became associated with Connecticut Light and Power in 1917 as office manager and later served as auditor, executive assistant, assistant secretary, and assistant treasurer. He was made manager of the Western Division in 1929, ten years later was named director of public relations, and was elected a vice president in 1946. He is a past vice president of the Public Utilities Advertising Association.

A native of Switzerland, Mr. Amberg also joined the company in 1917. Prior to this he worked for the Baldwin Locomotive Works, engaged in hydroelectric development in Pennsylvania, and was in charge of electrification design and reconstruction on the Stamford-New York section of the New York, New Haven, and Hartford Railroad. He was electrical and then research engineer with Connecticut Light and Power before his appointment as vice president in 1946.

STUART P. GILLESPIE has been named research engineer following the retirement of Mr. Amberg. Before World War II Mr. Gillespie was an engineer with the Jersey Central Power and Light Co., and he joined the research department of Connecticut Light and Power after his release from naval duty.

LEO A. MAYO of The Connecticut Light and Power Co. has been appointed to the newly created post of director of methods. Formerly supervisor of local accounts, he will now develop a program of work simplification for the various departments of the Company.

MARCEL F. YOUNG has been named supervisor of customer accounting and will assume Mr. Mayo's former duties.

The new director of methods began his utility career in 1922 for the Waterbury Gas Light Co. as bookkeeper, later becoming auditor for that company. In 1929, Mr. Mayo went to Hartford as supervisor of local accounts for Connecticut Light and Power and has since been in charge of all customer accounting throughout the company's service territory. Active on many committees since 1932, Mr. Mayo has served as chairman and member of accounting committees of the Edison Electric Institute, the American Gas Association, and the New England Gas Association.

Mr. Young joined the Meriden Gas Light Co. in 1920 and, after that company was merged with Connecticut Light and Power, became traveling auditor in 1926 with the company's Hartford staff. He was transferred to Waterbury in 1936 as supervisor of tabulating and billing. Mr. Young has served as a member of the accounting committee of the Edison Electric Institute and as director, secretary, and treasurer of the New England Gas Association. He is now vice chairman of the gas association.

CARL B. LARSON, of the company's auditing staff, will assist Mr. Mayo in the work simplification program, and WILBUR R. STONE, formerly Mr. Young's assistant, has been named supervisor of tabulating and billing.

ADAM J. ALTHOUSE, assistant to the president of the Metropolitan Edison Co., Reading, Pa., has retired after 43 years service in the electric industry. After two years experience with other companies, Mr. Althouse in 1908 was made superintendent of the Birdsboro Electric Co., which later became affiliated with Metropolitan. In 1924 he was appointed to a committee of three formed by the Pennsylvania Electric Association to study methods of distribution and rural extension of the Ontario Hydro Commission. The Committee's report was later used in determining the rural distribution line policies of Pennsylvania electric companies. After service on the executive committee of PEA, he was elected vice president and in 1935, president.

ERWIN S. VAN NOSTRAND, power system and area representative, EEI Electric Power Survey Committee, has been appointed to the newly created post of manager of system planning for West Penn Electric Co. Starting with the Philadelphia Electric Co. in 1925, he was in the system operating department of the Pennsylvania Power and Light Co. when he joined the War Production Board in 1942. With the WPB he served in the Office of War Utilities and as regional coordinator of the Southwest Area for Power Coordination. Since 1945 he has been operating superintendent of the Southwestern Public Service Co.

EDWARD M. NAUGHTON has been appointed assistant general manager of the Utah Power and Light Co. Mr. Naughton joined the company in 1935, after ten years experience with Texas Power and Light Co. Since then, he has served as superintendent of steam-electric generating plants and assistant to the vice president.

Other appointments at Utah Power and Light include D. D. MOFFATT, JR., as assistant to the vice president, and E. ALLAN HUNTER, as staff engineer.

ROY M. GODWIN, manager of the Safety Department, The Philadelphia Electric Co., has been appointed chairman of the Safety Council of the Philadelphia Chamber of Commerce. Mr. Godwin is a member of the EEI Accident Prevention Committee.

CONVENTIONS AND MEETINGS

1951

APRIL

2-5 17th Annual EEI Sales Conference, Edgewater Beach Hotel, Chicago, Ill. (April 1-2, Commercial Division Committees.)
2-5 ASME Spring Meeting, Atlanta Biltmore Hotel, Atlanta, Ga.
4-6 Midwest Power Conference, Sponsored by Illinois Institute of Technology, Sherman Hotel, Chicago, Ill.
4-6 Missouri Valley Electric Association, Engineering Conference, President Hotel, Kansas City, Mo.
5 Illuminating Engineering Society, National Council, Chicago, Ill.
6 PIP Steering Committee, Stevens Hotel, Chicago, Ill.
10-11 Indiana Electric Association, Annual Young Men's Utility Conference, Ipalco Hall, Indianapolis, Ind.
11-13 EEI Electric Power Survey Committee 9th Semi-Annual Meeting, 420 Lexington Avenue, New York, N. Y.
11-13 Southeastern Electric Exchange, 18th Annual Conference, Boca Raton Club, Boca Raton, Fla.
11-13 AIEE Southern District Meeting, MacFadden-Deauville Hotel, Miami Beach, Fla.
15-18 Rocky Mountain Electrical League, Annual Spring Conference, Shirley Savoy Hotel, Denver, Colo.
16-17 EEI Power Station Chemistry Subcommittee, Palmer House, Chicago, Ill.
16-18 EEI Transportation Committee jointly with AGA Motor Vehicle Committee, Peabody Hotel, Memphis, Tenn.
17-19 ASME, Process Industries Division Conference, Lord Baltimore Hotel, Baltimore, Md.
19 EEI Industrial Relations Committee, 420 Lexington Ave., New York, N. Y.
23-25 1951 Conference of Electric and Gas Utility Accountants, Hotel Sherman, Chicago, Ill.
25-27 Northwest Electric Light & Power Association, Engineering Section, Hotel Utah, Salt Lake City, Utah.
26 ECAP Management Group Meeting, New York, N. Y.
27 PIP Presidents Conference, Mid-Atlantic Group, Biltmore Hotel, New York, N. Y.
30-May 2—EEI Purchasing & Stores Committee Annual Conference, Lord Baltimore Hotel, Baltimore, Md.

MAY

1-2 EEI Transmission and Distribution Committee, Edgewater Beach Hotel, Chicago, Ill.
2-4 AIEE Northeastern District Meeting, Syracuse Hotel, Syracuse, N. Y.
3-4 EEI Hydraulic Power Committee, Tapoco Lodge, N. C.
3-4 Pennsylvania Electric Association, Communications Committee, Bedford Springs Hotel, Bedford, Pa.
4 New Jersey Utilities Association, Spring Meeting, Seaview Country Club, Absecon, N. J.
7-8 EEI Prime Movers Committee, Hotel Skirvin, Oklahoma City, Okla.
7-9 Northwest Electric Light & Power Association, Business Development Section, Multnomah Hotel, Portland, Ore.
7-9 Joint Meeting, EEI Meter & Service Committee and AEIC Committee on Metering & Service Methods, Huntington Hotel, Pasadena, Calif.
7-11 National Fire Protection Association Annual Meeting, Hotel Statler, Detroit, Mich.
9 EEI Commercial Electric Cooking Conference, Sheraton Hotel, Chicago, Ill.
10-11 Pennsylvania Electric Association, Joint Spring Meeting of Transmission and Distribution Committee and Electrical Equipment Committee, Abraham Lincoln Hotel, Reading, Pa.
11 EEI Insurance Committee, Hotel Statler, New York, N. Y.
16 ECAP Copy Group Meeting, New York, N. Y.
16-18 Northwest Electric Light & Power Association, Personnel Section, Davenport Hotel, Spokane, Wash.
17-18 Missouri Valley Electric Association, Accounting Conference, President Hotel, Kansas City, Mo.
17-19 Public Utilities Advertising Association Annual Meeting, Hotel New Yorker, New York City, N. Y.
18 National Association of Electric Companies Annual Meeting, Mayflower Hotel, Washington, D. C.
20-27 Week of National Association of Electrical Distributors, Atlantic City, N. J.
21-22 EEI Accident Prevention Committee, Hotel Utah, Salt Lake City, Utah.
21-23 Missouri Association of Public Utilities, Annual Convention, Jefferson Hotel, St. Louis, Mo.
21-23 Pacific Coast Electrical Association, Annual Convention, Biltmore Hotel, Los Angeles, Calif.
28-29 EEI Electrical Equipment Committee, Hotel Biltmore, Los Angeles, Calif.

JUNE

4 EEI Industrial Relations Committee, Denver, Colo.
4-7 Edison Electric Institute, Nineteenth Annual Convention, Denver, Colo.
11-15 ASME Semi-Annual Meeting, Royal York Hotel, Toronto, Ontario.
13-16 ASCE Summer Meeting, Louisville, Ky.
14 Illuminating Engineering Society, National Council, New York, N. Y.
18-21 Canadian Electrical Association, Annual Convention, Algonquin Hotel, St. Andrews, New Brunswick.
24-27 Michigan Electric Light Association Annual Convention, Mackinac Island, Mich.
25-29 ASME Oil and Gas Power Division Conference, Baker Hotel, Dallas, Tex.
25-29 AIEE Summer General Meeting, Royal York Hotel, Toronto, Ontario.

JULY

2-4 American Society of Heating & Ventilating Engineers, Semi-Annual Meeting, Portland, Ore.

AUGUST

27-30 Illuminating Engineering Society, National Technical Conference, Hotel Shoreham, Washington, D. C.

SEPTEMBER

9-12 Rocky Mountain Electrical League Fall Convention, La Fonda Hotel, Santa Fe, N. M.
10-14 Joint ASME Industrial Instruments & Regulators Division, and Instrument Society of America, Exhibit and Conference, Houston, Texas.
20-21 PIP Second Annual Workshop Conference, Edgewater Beach Hotel, Chicago, Ill.
24-26 ASME Petroleum Mechanical Engineering Conference, Hotel Mayo, Tulsa, Okla.
25-28 ASME Fall Meeting, Hotel Radisson, Minneapolis, Minn.

OCTOBER

1-2 Iowa Utilities Association, Management Conference, Fort Des Moines Hotel, Des Moines, Ia.
8-12 39th National Safety Congress and Exposition of National Safety Council, Chicago, Ill.
9-10 National Farm Electrification Conference, Gibson Hotel, Cincinnati, Ohio.
10-12 Indiana Electric Association Annual Convention, French Lick Springs Hotel, French Lick, Ind.
11-12 ASME Fuels—AIME Coal Conference, Roanoke, Va.
15-17 American Gas Association Annual Convention, Kiel Auditorium, St. Louis, Mo.
16-19 National Association of Railroad and Utilities Commissioners, Francis Marion Hotel, Charleston, S. C. (Executive Meeting, Oct. 15).
22-25 ASCE New York Convention, New York, N. Y.

NOVEMBER

12-15 NEMA, Haddon Hall, Atlantic City, N. J.
25-30 ASME Annual Meeting, Chalfonte-Haddon Hall, Atlantic City, N. J.

EDISON ELECTRIC INSTITUTE OFFICERS AND COMMITTEES

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MAE B. WOODS, *Secretary*.....420 Lexington Avenue, New York, N. Y.

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(Terms Expiring 1951)

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(Terms Expiring 1952)

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(Terms Expiring 1953)

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E. W. DOEBLER.....Long Island Lighting Co., Mineola, N. Y.
M. F. GILL.....Kansas Gas and Electric Co., Wichita, Kan.
N. B. GUSSETT.....Iowa Power and Light Co., Des Moines, Iowa
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R. H. KNOWLTON.....The Connecticut Light and Power Co., Hartford, Conn.
E. L. LINDSETH.....The Cleveland Electric Illuminating Co., Cleveland, Ohio
H. E. MEADE.....New Orleans Public Service Inc., New Orleans, La.
J. W. PARKER.....The Detroit Edison Co., Detroit, Mich.
H. T. PRITCHARD.....Indianapolis Power and Light Co., Indianapolis, Ind.
K. M. ROBINSON.....The Washington Water Power Co., Spokane, Wash.
L. V. SUTTON.....Carolina Power and Light Co., Raleigh, N. C.
H. C. THUERK.....New Jersey Power and Light Co., Dover, N. J.

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EDISON ELECTRIC INSTITUTE OFFICERS AND COMMITTEES

(Continued)

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Customer Collections, F. J. FLOM.....The Detroit Edison Co., Detroit, Mich.
Customer Relations, E. G. PRENTICE.....NEGEA Service Corp., Cambridge, Mass.
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General Accounting, L. C. PROVENCHER.....The Detroit Edison Co., Detroit, Mich.
Internal Auditing, H. R. SYMES.....The Detroit Edison Co., Detroit, Mich.
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Commercial Sales Section, C. D. HOLLISTER.....Niagara Mohawk Power Corp., Albany, N. Y.
Farm Section, R. T. JONES.....Pennsylvania Power and Light Co., Allentown, Pa.
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Residential Section, E. O. GEORGE.....The Detroit Edison Co., Detroit, Mich.

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Meter and Service, H. A. BROWN.....Rochester Gas & Electric Corp., Rochester, N. Y.
Prime Movers, F. P. FAIRCHILD.....Public Service Electric & Gas Co., Newark, N. J.
Transmission and Distribution, J. E. MCCORMACK.....Consolidated Edison Co. of New York, Inc., New York, N. Y.

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Electric Power Survey, WALKER L. CISLER.....The Detroit Edison Co., Detroit, Mich.
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Industrial Relations, S. F. LEAHY.....The Detroit Edison Co., Detroit, Mich.
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Membership, E. S. THOMPSON.....The West Penn Electric Co., Inc., New York, N. Y.
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Rate Research, HARRY I. MILLER.....Wisconsin Public Service Corp., Oshkosh, Wis.
Rural and Urban Development, G. R. KEEGAN.....Western Massachusetts Electric Co., Springfield, Mass.
Statistical, ELDRED H. SCOTT.....The Detroit Edison Co., Detroit, Mich.
Transportation, S. G. PAGE.....Duquesne Light Co., Pittsburgh, Pa.